



THE BOARD of SUPERVISORS

First District



**Gloria
Molina**

Second District



**Yvonne
Brathwaite
Burke**

Third District



**Zev
Yaroslavsky**

Fourth District



**Don
Knabe**

Fifth District



**Michael D.
Antonovich**

**The Meeting Transcript of
The Los Angeles County
Board of Supervisors**



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1 [REPORT OF ACTION TAKEN IN CLOSED SESSION,
2 TUESDAY, JANUARY 13, 2004, BEGINS ON PAGE 215]

3

4 There is no reportable action as a result of today's closed
5 session.

6

7

8 [GAVEL]

9 **SUP. KNABE, CHAIR:** WE'LL CALL THE MEETING TO ORDER. ASK THAT
10 EVERYONE PLEASE STAND. WE'LL BE LED IN THE INVOCATION BY THE
11 REVEREND JOSE FONG, LOS ANGELES INTERNATIONAL CHURCH OF
12 CHRIST, HERE IN LOS ANGELES, FOLLOWED BY THE PLEDGE OF
13 ALLEGIANCE LED BY SALVADOR ROSALES, MEMBER, EAGLE ROCK POST
14 NO. 276, THE AMERICAN LEGION.

15

16 **THE REVEREND JOSE FONG:** LET US BOW OUR HEADS. GOD IN HEAVEN,
17 WE COME HUMBLY BEFORE YOU FIRST TO EXPRESS OUR GRATITUDE.
18 THANK YOU FOR THIS MORNING AND THANK YOU FOR THE OPPORTUNITY
19 TO LIVE ANOTHER DAY. WE RECOGNIZE THAT LIFE IS FRAIL AND THAT
20 WITHOUT YOU, WE ARE WEAK, DEFENSELESS, AND HELPLESS. YET WITH
21 YOU, WE ARE CAPABLE OF OVERCOMING THE MOST DIFFICULT
22 CHALLENGES AND EVEN THE IMPOSSIBLE. WE THANK YOU THAT YOU ARE
23 OUR STRENGTH, OUR FORTRESS, AND OUR DELIVERER. THANK YOU FOR
24 THE GREAT COUNTY OF LOS ANGELES, FOR ALL THE PEOPLE THAT LIVE
25 IN THE CITIES, FOR ALL THE FAMILIES, FOR ALL THE CHILDREN AND



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1 THE GREAT FUTURE THAT YOU HAVE IN STORE FOR US. THANK YOU FOR
2 ALL THE MEN AND WOMEN THAT WORK CONTINUOUSLY TO MAKE THIS
3 COUNTY GREAT. THANK YOU FOR THEIR DREAMS AND AMBITIONS THAT
4 MAKE LOS ANGELES UNIQUE AND A PLACE THAT WE CALL HOME. THANK
5 YOU FOR THE LOS ANGELES BOARD OF SUPERVISORS, FOR SUPERVISOR
6 KNABE, SUPERVISOR BURKE, SUPERVISOR ANTONOVICH, SUPERVISOR
7 MOLINA, AND SUPERVISOR YAROSLAVSKY. WE ARE GRATEFUL FOR ALL
8 THE WORK THEY DO ALONG WITH THEIR STAFF AND THE SUPPORT THEY
9 HAVE PROVIDED TO THEIR DIFFERENT COMMUNITIES. THEY HAVE PROVEN
10 TO BE GREAT PUBLIC SERVANTS AND WE RECOGNIZE THAT, THROUGH
11 YOUR POWER AND YOUR SOVEREIGNTY, WE HAVE USED THEM SO OUR
12 LIVES COULD BE BETTER. WE ASK YOU AT THIS TIME THAT YOU BLESS
13 EACH OF THE SUPERVISORS AND THE FIVE DISTRICTS THEY REPRESENT.
14 PLEASE BLESS THEIR FAMILIES AND THEIR HEALTH. BLESS THEM AND
15 PROTECT THEM. BE THEIR STRENGTH AND HELP THEM TO UPHOLD THEIR
16 IDEALS, THEIR FAITH, THEIR LOVE, AND THEIR CONVICTIONS. THIS
17 MORNING, GIVE US ALL HUMILITY TO RECOGNIZE OUR FAILURES AND
18 ACCEPT YOUR HELP, GIVE US INTEGRITY SO THAT EACH OF US WILL BE
19 A MAN OR WOMAN THAT WILL KEEP OUR WORD. PLEASE GIVE US A
20 THIRST FOR RIGHTEOUSNESS. LEAD US AWAY FROM THE TEMPTATION OF
21 MEDIOCRITY, HALF HEARTEDNESS AND SELFISHNESS. GIVE US
22 DISCIPLINE, GIVE US FAITH, GIVE US LOVE, GIVE US WISDOM SO WE
23 ARE ABLE TO MAKE EFFECTIVE DECISIONS. WE RECOGNIZE OUR
24 AUTHORITY THAT WE HAVE COMES FROM YOU. HELP US TO EXERCISE
25 SUCH AUTHORITY WITH RESPECT, RECOGNIZING THAT YOU WATCH OVER



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1 US, READY TO EXECUTE YOUR JUSTICE. HELP US TODAY. PLEASE BLESS
2 THIS MEETING AND PLEASE BLESS THE GREAT COUNTY OF LOS ANGELES.
3 AMEN.

4

5 **SALVADOR ROSALES:** FACE THE FLAG AND PUT YOUR HAND OVER YOUR
6 RIGHT HEART, AND JOIN ME IN THE PLEDGE OF ALLEGIANCE. [PLEDGE
7 OF ALLEGIANCE]

8

9 **SUP. KNABE, CHAIR:** SUPERVISOR ANTONOVICH?

10

11 **SUP. ANTONOVICH:** MR. CHAIRMAN, MEMBERS, IT'S A PLEASURE TO
12 INTRODUCE ONCE AGAIN SALVADOR ROSALES, WHO IS A MEMBER OF THE
13 EAGLE ROCK POST 276 OF THE AMERICAN LEGION. HE SERVED IN THE
14 UNITED STATES ARMY, SPECIALIST FIRST CLASS, IN VIETNAM BETWEEN
15 1969 TO '71, AND HE HAS A CIVILIAN -- HIS POSITION IS AN
16 EMPLOYEE WITH OUR RANCHO LOS AMIGOS HOSPITAL. HE'S MARRIED,
17 HAS FOUR CHILDREN, ATTENDED EAST LOS ANGELES COLLEGE AND A
18 GRADUATE OF ROOSEVELT HIGH SCHOOL. HOW ARE YOU DOING? THANK
19 YOU FOR COMING. [APPLAUSE]

20

21 **SUP. KNABE, CHAIR:** OKAY. WE WILL PROCEED WITH THE AGENDA THEN.

22

23 **CLERK VARONA-LUKENS:** THANK YOU, MR. CHAIRMAN AND MEMBERS OF
24 THE BOARD. WE'LL BEGIN ON PAGE 4. ON ITEM S-2, AS NOTED ON THE
25 AGENDA, THE DIRECTOR OF HEALTH SERVICES REQUESTS THAT THE



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1 DEPARTMENT -- THAT THE HEALTH DEPARTMENT BUDGET COMMITTEE OF
2 THE WHOLE JOINT MEETING BE CONTINUED TO JANUARY 27, 2004, AT
3 11:00 A.M.

4

5 **SUP. KNABE, CHAIR:** SO ORDERED.

6

7 **CLERK VARONA-LUKENS:** AGENDA FOR THE MEETING OF THE COMMUNITY
8 DEVELOPMENT COMMISSION. ON ITEM 1-D, HOLD FOR A MEMBER OF THE
9 PUBLIC. ITEM 2-D IS BEFORE YOU.

10

11 **SUP. KNABE, CHAIR:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED BY
12 SUPERVISOR BURKE. WITHOUT OBJECTION, SO ORDERED.

13

14 **CLERK VARONA-LUKENS:** AGENDA FOR THE MEETING OF THE HOUSING
15 AUTHORITY, ITEM 1-H.

16

17 **SUP. KNABE, CHAIR:** MOVED BY SUPERVISOR BURKE, SECONDED BY
18 SUPERVISOR YAROSLAVSKY. WITHOUT OBJECTION, SO ORDERED.

19

20 **CLERK VARONA-LUKENS:** AGENDA FOR THE MEETING OF THE REGIONAL
21 PARK AND OPEN SPACE DISTRICT, ITEM 1-P.

22

23 **SUP. KNABE, CHAIR:** MOVED BY SUPERVISOR ANTONOVICH, CHAIR WILL
24 SECOND. WITHOUT OBJECTION, SO ORDERED.

25



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1 **CLERK VARONA-LUKENS:** BOARD OF SUPERVISORS, ITEMS 1 THROUGH 11,
2 AND I HAVE THE FOLLOWING REQUEST. ON ITEM NUMBER 2, SUPERVISOR
3 BURKE REQUESTS A TWO-WEEK CONTINUANCE.

4

5 **SUP. KNABE, CHAIR:** SO ORDERED.

6

7 **CLERK VARONA-LUKENS:** ON ITEMS 3, 4, 5, HOLD FOR A MEMBER OF
8 THE PUBLIC. ON ITEM 6, HOLD FOR SUPERVISOR KNABE AND A MEMBER
9 OF THE PUBLIC. ON ITEM 7, SUPERVISOR ANTONOVICH REQUESTS A
10 ONE-WEEK CONTINUANCE, AND WE HAVE A MEMBER OF THE PUBLIC WHO
11 HAD REQUESTED A HOLD.

12

13 **SUP. KNABE, CHAIR:** IT WILL BE CONTINUED FOR ONE WEEK.

14

15 **CLERK VARONA-LUKENS:** ON ITEM NUMBER 9, I'M GOING TO HOLD FOR
16 SUPERVISOR YAROSLAVSKY AND MEMBERS OF THE PUBLIC. ON ITEM 10,
17 HOLD FOR A MEMBER OF THE PUBLIC. AND THE REST ARE BEFORE YOU.

18

19 **SUP. KNABE, CHAIR:** ON THE REMAINING ITEMS, MOVED BY SUPERVISOR
20 YAROSLAVSKY, SECONDED BY SUPERVISOR ANTONOVICH. WITHOUT
21 OBJECTION, SO ORDERED.

22

23 **CLERK VARONA-LUKENS:** ADMINISTRATIVE OFFICER, ON ITEM 12, HOLD
24 FOR A MEMBER OF THE PUBLIC. AGRICULTURAL COMMISSIONER, WEIGHTS



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1 AND MEASURES, ITEM 13, HOLD FOR A MEMBER OF THE PUBLIC. CHIEF
2 INFORMATION OFFICER -- ITEM 14...

3

4 **SUP. KNABE, CHAIR:** ON ITEM 13, THAT'S JUST A SETTING OF A
5 HEARING. I ASK COUNTY COUNSEL ON THAT.

6

7 **SPEAKER:** MR. CHAIR, SINCE IT IS AN ITEM ON THE AGENDA, UNDER
8 THE STATUTE, THE PERSON WOULD HAVE THE ABILITY TO ADDRESS THE
9 BOARD BEFORE YOU ACT ON IT. [GAVEL].

10

11 **SUP. KNABE, CHAIR:** OKAY.

12

13 **CLERK VARONA-LUKENS:** ON ITEM 14, THE CHIEF INFORMATION OFFICER
14 REQUESTS A ONE-WEEK CONTINUANCE, AND WE HAVE A REQUEST TO HOLD
15 FROM A MEMBER OF THE PUBLIC.

16

17 **SUP. KNABE, CHAIR:** CONTINUED FOR ONE WEEK.

18

19 **CLERK VARONA-LUKENS:** OKAY. ON ITEM 15, THAT INCLUDES THE
20 REVISIONS AS NOTED ON THE GREEN SHEET, AND WE HAVE A REQUEST
21 TO HOLD FROM A MEMBER OF THE PUBLIC. FIRE DEPARTMENT, ITEM 16,
22 WE HAVE A REQUEST TO HOLD FROM MEMBERS OF THE PUBLIC. ON ITEM
23 17, HEALTH SERVICES -- EXCUSE ME, HEALTH SERVICES, 17 THROUGH
24 19. ON ITEM 17, HOLD FOR SUPERVISOR MOLINA AND MEMBERS OF THE
25 PUBLIC. ON ITEM 18 AND 19, HOLD FOR MEMBERS -- A MEMBER OF THE



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1 PUBLIC. INTERNAL SERVICES. ON ITEM 20, THE DIRECTOR REQUESTS
2 THAT THE ITEM BE REFERRED BACK TO THE DEPARTMENT, AND WE HAVE
3 A REQUEST TO HOLD FROM A MEMBER OF THE PUBLIC. I'M SORRY, MR.
4 CHAIRMAN, ON ITEM 20, THE DIRECTOR REQUESTS THAT IT BE
5 REFERRED BACK TO THE DEPARTMENT, AND A MEMBER OF THE PUBLIC IS
6 REQUESTING THAT BE HELD --

7

8 **SUP. KNABE, CHAIR:** REFER BACK.

9

10 **CLERK VARONA-LUKENS:** OKAY. AND ITEM 21, HOLD FOR A MEMBER OF
11 THE PUBLIC. MENTAL HEALTH, ITEMS 22 AND 23, WE HAVE A REQUEST
12 TO HOLD THOSE FOR MEMBERS OF THE PUBLIC. PARKS AND RECREATION,
13 ITEM 24, HOLD FOR A MEMBER OF THE PUBLIC. PUBLIC LIBRARY, ITEM
14 25, HOLD FOR A MEMBER OF THE PUBLIC. PUBLIC SOCIAL SERVICES ON
15 ITEM 26, THE DIRECTOR REQUESTS A TWO-WEEK CONTINUANCE, AND WE
16 HAVE A REQUEST TO HOLD FROM A MEMBER OF THE PUBLIC.

17

18 **SUP. KNABE, CHAIR:** IT'S CONTINUED, SO ORDERED.

19

20 **CLERK VARONA-LUKENS:** ON ITEM 27, ALSO THE DIRECTOR REQUESTS
21 THAT THE ITEM BE CONTINUED ONE WEEK, AND WE HAVE A REQUEST TO
22 HOLD FROM A MEMBER OF THE PUBLIC.

23

24 **SUP. KNABE, CHAIR:** CONTINUED, SO ORDERED.

25



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1 **CLERK VARONA-LUKENS:** PUBLIC WORKS, ITEMS 27 -- EXCUSE ME, 28
2 THROUGH 37. ON ITEMS 28, 29, 33, 34, 35, WE HAVE A REQUEST TO
3 HOLD FROM A MEMBER OF THE PUBLIC.

4

5 **SUP. KNABE, CHAIR:** ON THE REMAINING ITEMS, MOVED BY SUPERVISOR
6 ANTONOVICH, SECONDED BY THE CHAIR. WITHOUT OBJECTION, SO
7 ORDERED.

8

9 **CLERK VARONA-LUKENS:** MISCELLANEOUS COMMUNICATIONS. ON ITEM 38,
10 SUPERVISOR YAROSLAVSKY REQUESTS A ONE-WEEK CONTINUANCE, AND
11 ALSO REQUESTS THAT THE COUNTY COUNSEL REPORT BACK ON THIS
12 ITEM, AND THEN SUPERVISOR KNABE AND MEMBERS OF THE -- AND A
13 MEMBER OF THE PUBLIC REQUESTS THAT THE ITEM BE HELD.

14

15 **SUP. KNABE, CHAIR:** I DON'T HAVE A PROBLEM WITH THE
16 CONTINUANCE, ZEV, MY ISSUE WAS, ONE, TO GET A REPORT BACK AS
17 WELL; TWO, BUT ALSO, I WAS GOING TO ENCOURAGE THAT WE DON'T
18 TAKE ANY ACTION ON THE FIRST PART UNTIL SUCH TIME AS IT
19 QUALIFIES, BUT WE JUST WANT TO CONTINUE IT A WEEK AND THEN A
20 REPORT BACK, WE CAN GO FROM THERE. I STILL MAY -- SO WE'LL
21 JUST CONTINUE THE ITEM. I'LL WAIVE MY HOLD, WE'LL CONTINUE THE
22 ITEM FOR ONE WEEK WITH A REPORT BACK.

23



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1 **CLERK VARONA-LUKENS:** ON ITEM 39, HOLD FOR A MEMBER OF THE
2 PUBLIC. ORDINANCES FOR ADOPTION, ITEMS 40 THROUGH 43. ON ITEM
3 NUMBER --

4

5 **SUP. KNABE, CHAIR:** WHICH ONE ARE YOU TALKING ABOUT NOW? EXCUSE
6 ME, I'M SORRY.

7

8 **CLERK VARONA-LUKENS:** ITEM -- ORDINANCES 40 THROUGH 43. ON
9 ITEMS 41 AND 42, HOLD FOR A MEMBER OF THE PUBLIC. ON FOR THE
10 RECORD, ON ITEM 43, SUPERVISOR MOLINA VOTES "NO."

11

12 **SUP. KNABE, CHAIR:** OKAY. ON ITEM 40, MOVED BY SUPERVISOR
13 ANTONOVICH, SECONDED BY SUPERVISOR BURKE. WITHOUT OBJECTION,
14 SO ORDERED. ITEM 43, MOVED BY SUPERVISOR YAROSLAVSKY, SECONDED
15 BY SUPERVISOR BURKE. SUPERVISOR MOLINA IS AWRY WITH--
16 SUPERVISOR MOLINA VOTING "NO." PASSES 4 TO 1.

17

18 **CLERK VARONA-LUKENS:** SEPARATE MATTERS, ITEM 44 AND 45, AND
19 I'LL READ 44 INTO THE RECORD. WE HAVE A REQUEST TO HOLD.
20 TREASURER AND TAX COLLECTOR'S RECOMMENDATION TO ADOPT
21 RESOLUTION AUTHORIZING THE ISSUANCE AND SALE OF MOUNT SAN
22 ANTONIO COMMUNITY COLLEGE DISTRICT GENERAL OBLIGATION BONDS
23 2001 ELECTION, 2004 SERIES B, IN AGGREGATE PRINCIPAL AMOUNT
24 NOT TO EXCEED \$75 MILLION. AND WE HAVE A REQUEST TO HOLD THAT
25 FROM THE PUBLIC. ON ITEM 45, AS NOTED ON THE GREEN SHEET, THE



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1 CHIEF ADMINISTRATIVE OFFICER REQUESTS THAT THE ITEM BE
2 CONTINUED TO FEBRUARY 17, 2004.

3

4 **SUP. KNABE, CHAIR:** SO ORDERED, CONTINUED.

5

6 **CLERK VARONA-LUKENS:** ON ITEM 46, PUBLIC HEARING, WE'LL HOLD
7 THAT FOR HEARING. 47, ADDITIONS TO THE AGENDA REQUESTED BY
8 BOARD MEMBERS AND THE CHIEF ADMINISTRATIVE OFFICER WHICH WERE
9 POSTED MORE THAN 72 HOURS IN ADVANCE OF THE MEETING, AS
10 INDICATED ON THE GREEN SUPPLEMENTAL AGENDA. ON ITEM 47-A,
11 SUPERVISOR BURKE IS REQUESTING THAT THE ITEM IS REVISED TO
12 REDUCE THE FEES FROM \$1,100 TO \$400 FOR USE OF THE COUNTY'S
13 BAND WAGON, AND WE HAD A REQUEST FROM A MEMBER OF THE PUBLIC
14 TO HOLD THAT. 47-B.

15

16 **SUP. KNABE, CHAIR:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED BY
17 SUPERVISOR MOLINA. WITHOUT OBJECTION, SO ORDERED.

18

19 **CLERK VARONA-LUKENS:** 47-C IS BEFORE YOU.

20

21 **SUP. KNABE, CHAIR:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED BY
22 SUPERVISOR BURKE. WITHOUT OBJECTION, SO ORDERED.

23

24 **CLERK VARONA-LUKENS:** 47-D.

25



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1 **SUP. KNABE, CHAIR:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED BY
2 THE CHAIR. WITHOUT OBJECTION, SO ORDERED.

3

4 **CLERK VARONA-LUKENS:** AND ON 47-E, WE HAVE A REQUEST TO HOLD
5 FROM A MEMBER OF THE PUBLIC. AND THAT COMPLETES THE READING OF
6 THE AGENDA. BOARD OF SUPERVISORS SPECIAL ITEMS BEGIN WITH
7 SUPERVISORIAL DISTRICT NUMBER 2.

8

9 **SUP. KNABE, CHAIR:** SUPERVISOR BURKE?

10

11 **SUP. BURKE:** I HAVE NO ITEMS -- NO PRESENTATIONS; HOWEVER, WHEN
12 THEY MAKE THE PRESENTATION OF THE SCHOLARSHIPS, THEY'LL CALL
13 ON ME.

14

15 **SUP. KNABE, CHAIR:** SUPERVISOR YAROSLAVSKY?

16

17 **SUP. MOLINA:** MR. CHAIRMAN?

18

19 **SUP. KNABE, CHAIR:** YES?

20

21 **SUP. MOLINA:** IF YOU'D PERMIT ME, I'D JUST LIKE TO MAKE THE
22 PRESENTATION FOR...

23

24 **SUP. KNABE, CHAIR:** OH, I'M SORRY. YES. THROUGH THE PASTOR.
25 EXCUSE ME.



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1

SUP. MOLINA: THANK YOU. THANK YOU FOR ALLOWING ME TO DO THIS,
AS I WANTED TO MAKE THIS PRESENTATION TO OUR REVEREND JOSE
FONG. HE'S BEEN WITH THE LOS ANGELES INTERNATIONAL CHURCH OF
CHRIST PRIMARILY SERVING LATINOS FROM THROUGHOUT THE LOS
ANGELES CENTRAL REGION. THE CHURCH IS VERY COMMUNITY-ORIENTED.
IT HAS BEEN INVOLVED IN IMMUNIZATION DRIVES AND MEDICAL
INSURANCE DRIVES, TOY DRIVES, TUTORING, SCHOOL BEAUTIFICATION,
AND EVENTS FOR FOSTER CHILDREN. REVERENT FONG IS FROM PANAMA
AND RECEIVED HIS BACHELOR'S DEGREE FROM THE UNIVERSITY OF
SOUTHERN CALIFORNIA IN 1998. WE'RE VERY PROUD TO HAVE HIM HERE
TODAY AND WE THANK HIM SO MUCH FOR THE LEADERSHIP HE HAS
PROVIDED IN THE COMMUNITY, NOT ONLY SPIRITUALLY, BUT ALSO
CIVICALLY. CONGRATULATIONS, SIR, AND THANK YOU SO VERY MUCH.

15

THE REVEREND JOSE FONG: THANK YOU. THANK YOU. [APPLAUSE]

17

SUP. KNABE, CHAIR: SUPERVISOR YAROSLAVSKY?

19

SUP. YAROSLAVSKY: MR. CHAIRMAN, THANK YOU VERY MUCH. AND I'D
LIKE TO ASK DR. GARTHWAITE, TOM GARTHWAITE, OUR DIRECTOR OF
HEALTH SERVICES, AS WELL AS CAROL GUNTHER, WHO'S THE DIRECTOR
OF EMERGENCY MEDICAL SERVICES; STEVEN MILES, WHO IS THE
PRESIDENT OF THE ASSOCIATION OF TRAUMA PROGRAM MANAGERS, AND
ALL OF HIS COLLEAGUES WHO ARE WITH HIM, INCLUDES LIZ

25



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1 REAGANOLD, AND KATHY ALO AND DEBBIE GILMORE, ORA WILSON,
2 VIVIAN REBEL, NANCY ROGERS, AND MARILYN COHEN. WE WANT TO...
3 MR. CHAIRMAN AND MEMBERS OF THE BOARD, THIS MORNING WE WANT TO
4 PAY A SPECIAL TRIBUTE TO THE TRAUMA PROGRAM MANAGERS OF LOS
5 ANGELES COUNTY. IN OUR TRAUMA SYSTEM, WHILE THE FRONTLINE
6 PARAMEDIC AND HOSPITAL MEDICAL STAFF ARE MOST OFTEN ASSOCIATED
7 WITH THE LIFE- SAVING WORK THAT GOES ON AT L.A. COUNTY'S 13
8 TRAUMA CENTERS, THERE ARE MANY OTHER DEDICATED PEOPLE WORKING
9 CONTINUOUSLY TO MAINTAIN THE HIGH QUALITY OF THE COUNTY'S
10 TRAUMA SYSTEM. THE ASSOCIATION OF TRAUMA PROGRAM MANAGERS IS A
11 GROUP OF SUCH DEDICATED INDIVIDUALS. ASSIGNED TO EACH OF OUR
12 COUNTY AND PRIVATE TRAUMA HOSPITALS IS A NURSE MANAGER WHO
13 FUNCTIONS AS THE TRAUMA PROGRAM MANAGER FOR THAT CENTER. THESE
14 SPECIAL MANAGERS CARRY OUT A VARIETY OF DUTIES AND SPECIAL
15 PROJECTS TO MAINTAIN QUALITY SERVICE OPERATIONS WITHIN OUR
16 TRAUMA CENTERS AND, MORE IMPORTANTLY, TO EDUCATE THE PUBLIC
17 ABOUT TRAUMA IN A WAY TO PREVENT INJURIES FROM OCCURRING IN
18 THE FIRST PLACE. THE TRAUMA MANAGERS ARE A VERY IMPORTANT PART
19 OF OUR HEALTH SYSTEM AND DESERVE THE RECOGNITION OF THIS BOARD
20 FOR 20 YEARS OF DEDICATION AND EXCELLENT SERVICE. AND LAST
21 YEAR, A LITTLE OVER A YEAR AGO NOW, A YEAR AND A QUARTER, THE
22 PEOPLE OF THIS COUNTY GAVE A ROUSING VOTE OF CONFIDENCE TO THE
23 TRAUMA SYSTEM AND TO TRAUMA AS A MISSION FOR OUR COUNTY BY
24 VOTING TO SUPPORT PROPOSITION B. YESTERDAY, SUPERVISOR
25 ANTONOVICH AND I HAD THE GOOD FORTUNE TO BE AT A, THE L.A.



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1 COUNTY FIRE DEPARTMENT MEDAL OF VALOR- MEDAL OF VALOR LUNCHEON
2 OUT IN LANCASTER, WHERE A NUMBER OF OUR FIRE- FIGHTERS AND
3 PARAMEDICS WERE HONORED FOR THEIR VALOR IN SAVING --
4 ATTEMPTING TO SAVE FOUR PEOPLE, ACTUALLY SAVING ONLY ONE OF
5 THE FOUR, WHO WERE -- WHOSE CAR ENDED UP IN THE CALIFORNIA
6 AQUEDUCT. THAT ONE WHO WAS SAVED WAS SAVED BECAUSE OF
7 TEAMWORK, THE TEAMWORK OF THE FIREFIGHTERS, THE PARAMEDICS,
8 THE HELICOPTER THAT WAS ABLE TO TRANSPORT THEM, THE NEW SKY
9 HAWK -- FIRE HAWK HELICOPTER THAT TRANSPORTED HIM TO THE
10 TRAUMA CENTER AT CHILDREN'S HOSPITAL, AND ONE YOUNG PERSON IS
11 ALIVE TODAY BECAUSE THAT WHOLE SYSTEM OF TEAMWORK, STARTING
12 WITH THE DISPATCHER AT THE 9-1-1 SYSTEM ALL THE WAY TO THE
13 TRAUMA ROOM AT THE CHILDREN'S HOSPITAL WORKED FOR THAT CHILD.
14 AND EVERY YEAR, WE HAVE, WHAT, ABOUT 18,000 TRAUMA CASES THAT
15 COME INTO OUR TRAUMA SYSTEM, AND EACH ONE OF THEM IS A BOOK,
16 YOU COULD WRITE A BOOK ABOUT EACH ONE OF THOSE STORIES. AND
17 ALL THE PEOPLE WHO ARE BEHIND ME AND WHO ARE REPRESENTED BY
18 THE ASSOCIATION OF TRAUMA OF PROGRAM MANAGERS ARE VERY MUCH AN
19 INTEGRAL PART OF THAT TEAM, SO I WANTED TO TAKE THIS
20 OPPORTUNITY TODAY, ALL FIVE OF US HAVE SIGNED THIS RESOLUTION,
21 TO COMMEND THE ASSOCIATION OF TRAUMA PROGRAM MANAGERS OF L.A.
22 COUNTY FOR ITS EXEMPLARY RECORD OF SERVICE TO THE PEOPLE OF
23 THIS COUNTY AND TO THE STATE OF CALIFORNIA. AND WE WISH YOU
24 OUR SINCERE BEST WISHES AND EXTEND -- EXTEND A CONTINUED
25 SUCCESS IN ALL OF YOUR FUTURE ENDEAVORS. SO, STEVE, IF YOU'LL



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1 ACCEPT THIS ON BEHALF OF THE ASSOCIATION AND GET A PICTURE
2 WITH EVERYBODY AND I'LL ASK YOU TO SAY A FEW WORDS.

3

4 **STEVE:** I'D JUST LIKE TO INTRODUCE MY PEERS, ORA WILSON FROM
5 MARTIN LUTHER KING, LIZ REAGANOLD FROM LONG BEACH MEMORIAL,
6 DEBBIE GILMORE FROM HARBOR GENERAL, NANCY GRIFFITHS FROM
7 HUNTINGTON MEMORIAL, CHRISTIE, WHO IS OUR LEADER AT THE
8 COUNTY, MADELINE CORN FROM UCLA AND CAROL GUNTHER FROM E.M.S.
9 WE'VE ENJOYED A WONDERFUL PUBLIC/PRIVATE RELATIONSHIP WITH THE
10 BOARD OF SUPERVISORS FOR THE LAST 20 YEARS. WE'VE ENJOYED
11 THEIR UNWAVERING SUPPORT, AND WE THANK YOU FOR IT. [APPLAUSE
12]

13

14 **SUP. YAROSLAVSKY:** I WANT TO THANK ALL OF YOU AND ALL OF YOUR
15 COLLEAGUES FOR THE WORK YOU CONTINUE TO DO 24 HOURS A DAY, 365
16 DAYS A YEAR. THANKS A LOT. [APPLAUSE]

17

18 **SUP. KNABE, CHAIR:** ZEV? ZEV? ZEV, DO YOU HAVE ANY MORE? TO MY
19 COLLEAGUES, IN FOLLOWING UP THE PRESENTATION THAT SUPERVISOR
20 YAROSLAVSKY JUST MADE IN REGARDS TO EMERGENCY AND HEROIC
21 EFFORTS, I'D LIKE TO CALL UP SERGEANT DAVID JOHNSON, OFFICER
22 RAYMOND ARMSTRONG, OFFICER FRANK LARA, OFFICER GLENN VAL
23 VERDE, CHIEF MARGARET PETTY YORK, AND CAPTAIN BRAD VINNERT OF
24 OUR OFFICE OF PUBLIC SAFETY, OUR LOS ANGELES COUNTY POLICE. ON
25 SEPTEMBER 11, 2003, OFFICER ARMSTRONG, ALONG WITH HIS FELLOW



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1 OFFICERS, WERE ON THEIR ROUTINE PATROL AT RANCHO LOS AMIGOS
2 NATIONAL REHABILITATION CENTER WHEN THE OFFICERS NOTICED
3 FLAMES 30 TO 50 FEET HIGH BURNING THROUGH THE ROOF OF A NEARBY
4 MULTI-LEVEL APARTMENT COMPLEX. [INDISTINCT VOICES].

5

6 **SUP. KNABE, CHAIR:** IF I COULD HAVE YOUR ATTENTION, PLEASE.
7 SHHH. OFFICERS ALERTED THE RESIDENTS BY KNOCKING ON EACH DOOR.
8 ONLY HALF OF THE RESIDENTS RESPONDED TO THE OFFICERS' CALL.
9 FEARING FOR OTHER RESIDENTS' SAFETY, THE OFFICERS WENT TO THE
10 NON-RESPONDING UNITS, FORCED THE DOORS OPEN WHERE EVERYONE WAS
11 SAFELY EVACUATED. MOMENTS LATER, THE ENTIRE ROOF OF THE
12 COMPLEX COLLAPSED. THE DOWNEY FIRE DEPARTMENT ARRIVED ON THE
13 SCENE AND TOOK 45 MINUTES TO EXTINGUISH THE BLAZE. 120 LIVES
14 WERE SAVED BECAUSE OF THE BRAVERY AND THEIR HEROIC ACTIONS.
15 SO, ON BEHALF OF THE BOARD OF SUPERVISORS AND MY COLLEAGUES,
16 IT GIVES ME A GREAT DEAL OF PLEASURE TO PRESENT THESE SCROLLS
17 TO THE OFFICERS FOR GOING BEYOND THE CALL OF THEIR EVERYDAY
18 COMMITMENT TO THE SECURITY, SAFETY, AND SERVICE TO THE COUNTY
19 AND ITS RESIDENTS. [APPLAUSE]

20

21 **SUP. KNABE, CHAIR:** CHIEF, I'M GOING TO ASK YOU TO JOIN ME, AND
22 APOLOGIZE. WE HAVE A REPRESENTATIVE FROM THE DOWNEY FIRE
23 DEPARTMENT JOINING ME, TOO, IN THESE PRESENTATIONS. FIRST OF
24 ALL, SERGEANT DAVID JOHNSON. OFFICER RAYMOND ARMSTRONG.
25 OFFICER FRANK LARA. OFFICER GLENN VAL VERDE. GLEN, THERE'S A



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1 LOT OF CAMERAS GOING ON OUT THERE FOR YOU, BUDDY. WE'LL ASK
2 ALL THE RECIPIENTS TO COME BACK UP. MIKE, WE'LL GET A GROUP
3 PICTURE HERE AS WELL.

4

5 **CHIEF MARGARET YORK:** I'M CHIEF MARGARET YORK OF THE LOS
6 ANGELES COUNTY POLICE. I WOULD JUST LIKE TO SAY THAT I'M VERY,
7 VERY PROUD OF THESE OFFICERS, AND NOT ONLY FOR THIS OBVIOUS
8 ACT OF HEROISM, BUT FOR WHAT THEY DO EVERY DAY IN SERVING THE
9 PEOPLE OF THE COUNTY OF LOS ANGELES. THEY'VE DONE A GOOD JOB
10 AND THIS IS CERTAINLY SOMETHING FOR THEM TO BE PROUD OF AND
11 FOR OUR ORGANIZATION TO BE PROUD OF. [APPLAUSE]

12

13 **SPEAKER:** I, TOO, WOULD LIKE TO ECHO WHAT THE CHIEF HAS SAID,
14 AND WE'RE VERY, VERY, VERY PROUD OF THESE INDIVIDUALS AND THE
15 OFFICE OF PUBLIC SAFETY. THANK YOU. [APPLAUSE]

16

17 **SUP. KNABE, CHAIR:** HOW ABOUT ANOTHER BIG ROUND OF APPLAUSE? [
18 APPLAUSE]

19

20 **SUP. KNABE, CHAIR:** SUPERVISOR ANTONOVICH.

21

22 **SUP. ANTONOVICH:** WELL, I HAVE THE DISTINCTION OF RECOGNIZING
23 PERHAPS THE MOST KNOWN INDIVIDUAL IN THE ENTIRE WORLD AND
24 UNIVERSE, WHO HAS A VERY SPECIAL DAY TODAY, BECAUSE TODAY IS
25 MICKEY MOUSE'S 75TH BIRTHDAY, SO HAPPY BIRTHDAY. [APPLAUSE]



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1

SUP. ANTONOVICH: WE HAVE BECKY MURPHY, WHO IS THE 2004 DISNEY
RESORT AMBASSADOR, AND LISA PITNEY, VICE PRESIDENT OF DISNEY
GOVERNMENT RELATIONS, ALONG WITH MY LITTLE MARY CHRISTINE AND
MICHAEL, JR. WHO ARE HERE, WHO ARE AVID MOUSEKETEERS. STARTING
BACK IN -- STARRING IN THE MOVIE, STEAMBOAT WILLIE, THE FIRST
SOUND CARTOON BACK IN 1928, MICKEY HAS BECOME AN INTERNATIONAL
PERSONALITY AND ONE OF THE MOST UNIVERSAL SYMBOLS OF THE 20TH
CENTURY AND NOW OF THE 21ST CENTURY. HIS ORIGINAL NAME WAS
MORTIMER. MICKEY MOUSE WAS BORN IN WALT DISNEY'S IMAGINATION
BACK IN THE EARLY 1928 TIME FRAME. IN THE 1930S, MICKEY
SKYROCKETED TO FAME IN DISNEY'S CARTOON, WHICH HAS BEEN CALLED
MICKEY'S GOLDEN AGE. TECHNICALLY AND ARTISTICALLY SUPERIOR TO
OTHER CONTEMPORARY CARTOONS, MICKEY MOUSE HAS STARRED IN OVER
HUNDREDS OF CARTOONS, INTRODUCED US TO MINNIE MOUSE, GOOFY,
PLUTO, DONALD DUCK, AND MANY OTHER INTERESTING CHARACTERS.
HE'S ALSO FAMOUS FOR THE MICKEY MOUSE TELEVISION SHOW OF THE
1950S, WHICH WAS A STAPLE PROGRAM FOR ALL OF AMERICA. MICKEY
HAS BEEN SALUTED WITH PROCLAMATIONS AND COMMENDATIONS FROM
AROUND THE WORLD AND EVEN RECEIVED AN OSCAR IN 1932 WHEN THE
ACADEMY OF MOTION PICTURE ARTS AND SCIENCES HONORED WALT
DISNEY FOR HIS ARTISTIC SUCCESSES. SO, ON BEHALF OF THE BOARD,
WE WANT TO WISH MICKEY A HAPPY 75 AND THAT SHOWS YOU WHAT A
GOOD VEGETARIAN DIET CAN DO FOR YOU. [LAUGHTER]

25



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1 **SUP. ANTONOVICH:** SO HAPPY BIRTHDAY, MICKEY! [APPLAUSE]

2

3 **SPEAKER:** THANK YOU, SUPERVISOR ANTONOVICH AND ALL OF THE L.A.
4 COUNTY BOARD OF SUPERVISORS. ON BEHALF OF THE WALT DISNEY
5 COMPANY AND MICKEY MOUSE HIMSELF, WE WANT TO THANK YOU FOR
6 THIS PROCLAMATION TODAY TO HONOR MICKEY MOUSE'S 75TH
7 ANNIVERSARY. 75 YEARS AGO, WALT DISNEY BROUGHT TO LIFE OUR
8 LITTLE FRIEND AND OUR LITTLE MOUSE HERE, AND I KNOW HE BRINGS
9 JOY TO MY FACE AND TO THE FACE OF ALL OF US HERE IN THIS
10 AUDIENCE AND THROUGHOUT THE COUNTY ITSELF AND HERE IN LOS
11 ANGELES COUNTY AS WELL AS IN THE UNITED STATES OF AMERICA AND
12 THROUGHOUT THE WORLD. SO THANK YOU AGAIN FOR THIS, AS WE
13 CELEBRATE MICKEY MOUSE, AND ALL OF THAT AND ABOVE, AND WE KNOW
14 THAT, FOR 75 MORE YEARS AND THEN SOME, MICKEY MOUSE WILL STILL
15 BE IN OUR LIVES, AND WE HOPE THAT ALL OF YOU WILL BE HERE FOR
16 OUR 150TH ANNIVERSARY OF MICKEY MOUSE AND WHAT HE BRINGS TO US
17 AND THE JOY AND HAPPINESS THAT HE BRINGS, SO THANK YOU VERY
18 MUCH. [APPLAUSE]

19

20 **SUP. ANTONOVICH:** NOW WE WOULD LIKE TO INTRODUCE A VERY GOOD
21 FRIEND WHO IS RETIRING AND THAT'S PRESIDING JUSTICE CHARLES
22 VOGEL WHO'S RETIRING AFTER 44 YEARS OF SERVICE AS A MEMBER OF
23 THE JUDICIARY AND A MEMBER OF THE LAW PROFESSION. FOR THE PAST
24 11 YEARS, JUSTICE VOGEL HAS SERVED ON THE APPELLATE BENCH,
25 WHERE HE CURRENTLY IS ON BOTH DIVISION 4 OF THE SECOND



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1 DISTRICT AND PRESIDING JUDGE OF THE WHOLE DISTRICT. HE WAS
2 APPOINTED TO THE LOS ANGELES MUNICIPAL COURT, POMONA JUDICIAL
3 DISTRICT, BACK IN 1969 BY THEN GOVERNOR RONALD REAGAN. THEN HE
4 WAS NAMED TO THE LOS ANGELES SUPERIOR COURT BACK IN 1970 BY
5 GOVERNOR REAGAN, AND THEN WAS APPOINTED TO THE COURT OF APPEAL
6 IN 1993, AND THAT WAS BY GOVERNOR WILSON, PETE WILSON. HE WAS
7 THEN PRESIDING JUSTICE OF DIVISION 4 IN 1996 AND THEN 1997,
8 CHIEF JUSTICE RONALD GEORGE PRESIDED -- NOMINATED HIM
9 PRESIDING JUDGE OF THE SECOND DISTRICT. NOW, BESIDES SERVICE
10 AS A JUDGE AND JUSTICE, JUSTICE VOGEL WAS ALSO PRESIDENT OF
11 THE STATE BAR OF CALIFORNIA, THE LOS ANGELES COUNTY BAR
12 ASSOCIATION, AND THE ASSOCIATION OF BUSINESS TRIAL LAWYERS. SO
13 IT'S BEEN A GOOD FRIEND, WE'VE WORKED TOGETHER WELL OVER THE
14 YEARS AND WE WISH HIM SUCCESS IN HIS RETIREMENT, AND SO GOD
15 BLESS YOU, CHUCK, AND CONTINUED SUCCESS. [APPLAUSE]

16

17 **JUSTICE CHARLES VOGEL:** WITH ME TODAY IS THE NEW ADMINISTRATIVE
18 PRESIDING JUSTICE OF THE COURT OF APPEAL IN THE SECOND
19 DISTRICT, ROGER BOREN, AND I WANT TO THANK YOU FOR THIS
20 RECOGNITION, PARTICULARLY IN VIEW OF THE FACT THAT THE HONORS
21 BESTOWED UPON THOSE SO WORTHY FOR THEIR BRAVERY, THE TRAUMA
22 CENTER AND THE SHERIFF AND MICKEY MOUSE, WHO EXCEEDS ME BY
23 FOUR YEARS IN AGE. [LIGHT LAUGHTER]

24



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1 **JUSTICE CHARLES VOGEL:** IN ANY EVENT, IT'S A GREAT PLEASURE TO
2 WORK IN THIS COUNTY. AND THE COUNTY COUNSEL, I APPRECIATE THE
3 COOPERATION OF YOUR OFFICE; AND THE MEMBERS THE BOARD OF
4 SUPERVISORS, MY SPECIAL FRIENDS, THANK YOU VERY MUCH. BEST OF
5 WISHES. [APPLAUSE] [INDISTINCT VOICES]

6

7 **SUP. ANTONOVICH:** NOW WE WOULD LIKE TO ASK THE MEMBERS OF THE
8 LOS ANGELES COUNTY FIRE DEPARTMENT TO JOIN ME IN COMMENDING
9 PERSONNEL WHO RESCUED A MAN WHO WAS TRAPPED DOWN IN LA
10 CANADA'S RAVINE ON AUGUST 21ST, 2003 AND, AS SUPERVISOR
11 YAROSLAVSKY MENTIONED EARLIER, HE AND I BOTH HAD THE
12 OPPORTUNITY TO ATTEND THE MEDAL OF VALOR AWARDS YESTERDAY IN
13 LANCASTER FOR THE FIRE DEPARTMENT TO RECOGNIZE THE OUTSTANDING
14 JOB THAT THESE INDIVIDUALS HAVE DONE 24 HOURS A DAY, 52 WEEKS
15 OUT OF THE YEAR, AND THESE INDIVIDUALS ARE HERE, ARE
16 INDICATIVE OF THE TYPE OF MEN AND WOMEN WE HAVE IN OUR
17 DEPARTMENT WHO ARE PROTECTING OUR COMMUNITY. JOINING ME TODAY
18 IS CHIEF MICHAEL FREEMAN, CHIEF DEPUTY ERIC WEBBER, ASSISTANT
19 FIRE CHIEF, MATT GILL; ASSISTANT FIRE CHIEF, STEVE LINDSEY;
20 AND CAPTAIN LUKE CLAUS. JONG CHOY DROVE HIS CHEVY ASTRO VAN
21 OFF OF THE ANGELES CREST HIGHWAY ON AUGUST 18TH ON HIS WAY TO
22 WORK. HE SURVIVED THREE DAYS WITHOUT FOOD OR WATER DOWN A 500-
23 FOOT RAVINE. THERE WAS NO WAY OF GETTING OUT, THERE WAS NO WAY
24 OF LETTING PEOPLE KNOW HE WAS THERE, AND THERE WAS NO WAY OF
25 KNOWING, FROM THE STREET, THAT THERE WAS A CAR WITH A PERSON



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1 CAPTIVE BEHIND 500 FEET BELOW. SO HE STARTED A BRUSH FIRE TO
2 SIGNAL FOR HELP AS THERE WAS NO REALISTIC WAY TO GET OUT OF
3 THAT PREDICAMENT. FIREFIGHTERS RESPONDED TO THE SCENE A HALF
4 MILE NORTH OF LA CANADA- FLINTRIDGE COUNTRY CLUB, AND
5 DISCOVERED THE BRUSH FIRE BETWEEN THEM AND THE TRAPPED VICTIM.
6 DEMONSTRATING OUTSTANDING TEAMWORK, THEY HANDLED THIS COMPLEX
7 INCIDENT. FIREFIGHTERS WERE ABLE TO RESCUE THE VICTIM AND
8 EXTINGUISH THE BRUSH FIRE. THE VICTIM WAS TAKEN OUT OF THE
9 RAVINE BY HELICOPTER 18 AND FLOWN TO THE LOCAL TRAUMA CENTER,
10 AND HE WAS THEN ABLE TO -- HE SURVIVED, AND THESE INDIVIDUALS
11 THAT WE'RE GOING TO RECOGNIZE NOW WERE THE PART OF THE TEAM
12 THAT ENSURED THAT MR. CHOY WAS ABLE TO LIVE AGAIN IN A HEALTHY
13 WAY. SO, FIRST, WE WOULD LIKE TO RECOGNIZE BATTALION CHIEF
14 DAVID CAROLYN. [APPLAUSE]

15

16 **SUP. ANTONOVICH:** BATTALION CHIEF WILLIAM NICKUMM. [APPLAUSE]

17

18 **SUP. ANTONOVICH:** CAPTAIN SAL CHAVEZ. [APPLAUSE]

19

20 **SUP. ANTONOVICH:** CAPTAIN ROBERT CHAVEZ. [APPLAUSE]

21

22 **SUP. ANTONOVICH:** CAPTAIN DON ROY. [APPLAUSE]

23

24 **SUP. ANTONOVICH:** CAPTAIN DONALD GRIFFITHS. [APPLAUSE]

25



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1 **SUP. ANTONOVICH:** FIREFIGHTER SPECIALIST, BLAIR WAYNE. [

2 APPLAUSE]

3

4 **SUP. ANTONOVICH:** FIREFIGHTER SPECIALIST, HENRY PARDON. [

5 APPLAUSE]

6

7 **SUP. ANTONOVICH:** FIREFIGHTER SPECIALIST, LEOPOLDO NAVARRO. [

8 APPLAUSE]

9

10 **SUP. ANTONOVICH:** FIREFIGHTER, KEVIN FRY. [APPLAUSE]

11

12 **SUP. ANTONOVICH:** FIREFIGHTER, RICHARD ATWOOD. [APPLAUSE]

13

14 **SUP. ANTONOVICH:** FIREFIGHTER, JEFF ZIEGLER. [APPLAUSE]

15

16 **SUP. ANTONOVICH:** I GOT TO RIDE THE -- OR STEER THE FIRE ENGINE

17 FROM THE BACK AND THE -- WHAT IS IT, WHAT DO YOU CALL IT? YES.

18 SITTING IN THE BACK, STEERING AWAY, AND THERE WAS MY GREAT

19 INSTRUCTOR. GREAT EXPERIENCE. FIREFIGHTER GUADALUPE MUNOZ. [

20 APPLAUSE]

21

22 **SUP. ANTONOVICH:** FIREFIGHTER BRYCE LAUP. [APPLAUSE]

23

24 **SUP. ANTONOVICH:** FIREFIGHTER BUDDY BURTON. [APPLAUSE]

25



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1 **SUP. ANTONOVICH:** FIREFIGHTER PARAMEDIC, KENNETH SINGLETON. [

2 APPLAUSE]

3

4 **SUP. ANTONOVICH:** FIREFIGHTER PARAMEDIC, JOHN DENTON. [

5 APPLAUSE]

6

7 **SUP. ANTONOVICH:** FIREFIGHTER PARAMEDIC, JON MATTHEWS. [

8 APPLAUSE]

9

10 **SUP. ANTONOVICH:** PILOT, THOMAS SHORT. [APPLAUSE]

11

12 **SUP. ANTONOVICH:** CHIEF FREEMAN AND...

13

14 **CHIEF FREEMAN:** GOOD MORNING. THANK YOU VERY MUCH, SUPERVISOR,

15 FOR RECOGNIZING OUR PERSONNEL. WITH ME THIS MORNING IS ALSO

16 BATTALION CHIEF GERALD COZY, WHO OVERSEES OUR AIR OPERATIONS

17 BUREAU, WHICH IS VERY, VERY IMPORTANT. WE'D ALSO LIKE TO JUST

18 JOIN WITH THE BOARD IN RECOGNIZING THESE COURAGEOUS

19 INDIVIDUALS. THIS WAS CLEARLY A CHALLENGING SITUATION AND,

20 NORMALLY, A BRUSH FIRE IN THE ANGELES NATIONAL FOREST, IN AND

21 OF ITSELF, IS A MAJOR CONCERN. THEY DID AN EXCELLENT JOB OF

22 CONTROLLING THE FIRE AND THEN, OF COURSE, RESCUING THE

23 INDIVIDUAL. SO WE'RE VERY PROUD OF THEM, WE'RE PROUD OF THE

24 WAY THE TEAMWORK CAME TOGETHER AND WE'D JUST LIKE TO THANK

25 YOU, SUPERVISOR ANTONOVICH, AND MEMBERS OF THE BOARD, FOR



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1 TAKING YOUR TIME TO RECOGNIZE THESE COURAGEOUS INDIVIDUALS. SO
2 THANK YOU VERY MUCH. AND CONGRATULATIONS TO ALL OF YOU. THANK
3 YOU. [APPLAUSE]

4

5 **SUP. ANTONOVICH:** NOW WE WOULD LIKE TO INTRODUCE KETA DAVIS,
6 WHO IS THE COMMUNITY RELATIONS ASSISTANT FOR NORTHROP GRUMMAN
7 CORPORATION. THEY ARE THE TITLE SPONSOR OF THE 5TH ANNUAL 5-K
8 RUN/WALK AND HEALTH EXPO FOR THE GIRLS AT RISK HELD BY THE LOS
9 ANGELES COUNTY COMMISSION FOR WOMEN THIS PAST SEPTEMBER.
10 HEADQUARTERED IN LOS ANGELES, NORTHROP GRUMMAN CORPORATION HAS
11 A LONG HISTORY OF COMMUNITY INVOLVEMENT THROUGH SUPPORTING
12 EDUCATION AND SOCIAL DEVELOPMENT PROGRAMS. THE L.A. COUNTY
13 COMMISSION FOR WOMEN REQUESTED AND RECEIVED AN EXTRAORDINARY
14 SPONSORSHIP CONTRIBUTION FROM THEM AND WAS SUCCESSFUL IN
15 RAISING FUNDS FOR 30 EDUCATIONAL SCHOLARSHIP PROGRAMS FOR
16 THESE YOUNG WOMEN. NOW WE WOULD LIKE TO RECOMMEND -- OR
17 COMMEND THEM AND RECOMMEND THEM AND THEIR PRODUCTS TO THE REST
18 OF THE COUNTY BECAUSE THIS IS A COMMUNITY BUSINESS THAT HAS
19 HELPED PUT BACK INTO THE COMMUNITY RESOURCES THAT HELP OUR
20 YOUNG PEOPLE, AND THAT'S WHAT WE'RE VERY PROUD OF, SO TO
21 NORTHROP GRUMMAN, CONGRATULATIONS. [APPLAUSE]

22

23 **KETA DAVIS:** I WOULD JUST LIKE TO SAY, ON BEHALF OF NORTHROP
24 GRUMMAN, WE THANK YOU AND I WOULD LIKE TO SAY THANK YOU TO THE
25 WONDERFUL LADIES AT THE L.A. COUNTY COMMISSION FOR WOMEN AND



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1 THAT WE ARE GLAD THAT WE WERE ABLE TO SPONSOR SUCH A WONDERFUL
2 EVENT SUCH AS GIRLS AT RISK, SO THANK YOU AGAIN AND GOD BLESS
3 YOU ALL.

4

5 **SPEAKER:** I WANT TO JOIN WITH THE BOARD IN THANKING NORTHROP
6 GRUMMAN, OUR MAJOR SPONSOR OF THIS GREAT EVENT THAT BROUGHT
7 ALL THESE YOUNG LADIES HERE TODAY. WITHOUT NORTHROP GRUMMAN
8 AND ALL THEIR SUPPORT, I DON'T KNOW THAT WE COULD KEEP
9 PRODUCING THE KIND OF RESULTS WE ARE WITH THESE WOMEN. I WANT
10 TO THANK YOU VERY, VERY MUCH, NORTHROP GRUMMAN. [APPLAUSE]

11

12 **SUP. ANTONOVICH:** NOW FROM THE FIRST -- I WOULD LIKE TO START
13 OFF FOR THE LOS ANGELES COUNTY COMMISSION FOR WOMEN, WHICH
14 HOSTED THIS 5TH ANNUAL 5-K WALK-RUN, WE HAVE SCROLLS TO
15 PRESENT FROM THE REPRESENTATIVES FROM THE FIFTH SUPERVISORIAL
16 DISTRICT. FIRST WE HAVE MONIQUE BRADFORD, WHO IS A 19-YEAR-
17 OLD. SHE RECEIVED HER DIPLOMA AT ROSE CITY HIGH SCHOOL AND IS
18 A SINGLE MOTHER OF TWO CHILDREN. SHE'S ATTENDING PASADENA
19 COMMUNITY COLLEGE, MAJORING IN ADMINISTRATIVE JUSTICE AND IS
20 LOOKING TO OBTAIN A MASTER'S DEGREE IN CRIMINOLOGY. SO,
21 MONIQUE? [APPLAUSE]

22

23 **SUP. ANTONOVICH:** LAURA OROZCO, WHO IS 23 YEARS OLD, AND SHE'S
24 COMPLETING HER UNDERGRADUATE WORK AT CALIFORNIA STATE
25 UNIVERSITY NORTHRIDGE, OBTAINING A BACHELOR'S DEGREE IN



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1 LIBERAL ARTS, LIBERAL STUDIES WITH EMPHASIS IN CHICANO
2 STUDIES, AND SHE WANTS TO GO INTO TEACHING, AND SHE IS AT THE
3 BOYS AND GIRLS CLUB OF SAN FERNANDO VALLEY, WHERE SHE WAS
4 INSTRUMENTAL IN GETTING THE LEARNING CENTER, THE 2001
5 INNOVATIVE PROJECT AWARD FROM THE LOS ANGELES COUNTY
6 COMMISSION -- COMMUNITY DEVELOPMENT COMMISSION. [APPLAUSE]

7

8 **SUP. ANTONOVICH:** NICOLE WHITNEY IS 18 YEARS OLD, AND SHE'S
9 RECEIVED HER DIPLOMA FROM THE GIRLS' REPUBLIC DAY TREATMENT.
10 SHE'S RECEIVED HONORS AND PERFECT ATTENDANCE FOR HER
11 LEADERSHIP, AND WANTS TO BECOME A REGISTERED NURSE AND IS
12 CURRENTLY ATTENDING SOUTHWEST COMMUNITY COLLEGE. [APPLAUSE]

13

14 **SUP. KNABE, CHAIR:** SUPERVISOR BURKE? OH, SUPERVISOR MOLINA,
15 I'M SORRY. THAT'S RIGHT.

16

17 **SUP. MOLINA:** THANK YOU. THANK YOU, MR. ANTONOVICH. IT'S MY
18 PLEASURE TO MAKE THE PRESENTATIONS FOR OUR AWARDEES WITHIN THE
19 FIRST DISTRICT OF THESE SCHOLARSHIPS THAT ARE PRESENTED BY THE
20 COMMISSION FOR WOMEN, AND I'D LIKE TO ASK THEM TO COME UP AND
21 JOIN ME. FIRST OF ALL, WE HAVE EVELYN FRIAS, WHO IS 18 YEARS
22 OF AGE, A GRADUATE OF THE INTERNATIONAL POLYTECHNIC SCHOOL.
23 SHE IS CURRENTLY ATTENDING THE UNIVERSITY OF LA VERNE AND
24 HOPES TO IMPROVE CHILDREN'S LIVES AS A PSYCHOLOGIST, A
25 TEACHER, A SCHOOL COUNSELOR, OR A SOCIAL WORKER. SO WE APPLAUD



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1 YOU. CONGRATULATIONS TO YOU AND I WANT TO MAKE A PRESENTATION
2 TO YOU. [APPLAUSE]

3

4 **SUP. MOLINA:** THANK YOU. NEXT, WE HAVE MARIA GUERRERO. SHE IS
5 ALSO 18 YEARS OLD. DO YOU WANT TO COME JOIN US, MARIA? AND
6 ALSO A GRADUATE OF THE INTERNATIONAL POLYTECHNIC HIGH SCHOOL.
7 SHE IS CURRENTLY AT MOUNT SAN ANTONIO COMMUNITY COLLEGE WHERE
8 SHE PLAYS ON THE SOCCER TEAM. MARIA PLANS TO MAJOR ALSO IN
9 PSYCHOLOGY OR SOCIOLOGY IN ORDER TO BECOME A FAMILY COUNSELOR.
10 CONGRATULATIONS, MARIA. [APPLAUSE]

11

12 **SUP. MOLINA:** TERRIFIC. CONGRATULATIONS. NEXT WE HAVE CHRISTINA
13 GUTIERREZ. CHRISTINA IS ALSO 18 YEARS OF AGE. SHE HAS
14 PERSEVERED, DESPITE RECOVERING FROM DEPRESSION IN ADOLESCENCE
15 AND GIVING BIRTH DURING HER TEEN YEARS. CHRISTINA PLANS TO
16 ATTEND POMONA UNIFIED ADULT CAREER EDUCATION PROGRAM AND WANTS
17 TO BECOME A COSMETOLOGIST, SO I WANT TO CONGRATULATE
18 CHRISTINA. [APPLAUSE]

19

20 **SUP. MOLINA:** NEXT, I'M GOING TO BRING UP HELEN. HELEN RAMIREZ
21 IS A 19 YEAR OLD. SHE'S A GRADUATE OF PIONEER ADULT SCHOOL AND
22 SHE HAS ALSO PERSEVERED, GIVING BIRTH TWICE IN YOUR TEEN
23 YEARS? AHA. HELEN RECENTLY RECEIVED A VOCATIONAL CERTIFICATE
24 FROM THE COMPUTER EDUCATIONAL INSTITUTE AND PLANS TO STUDY
25 BUSINESS AT MOUNT SAN ANTONIO COMMUNITY COLLEGE.



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1 CONGRATULATIONS. I'M GLAD YOU WENT BACK TO SCHOOL AFTER HAVING
2 YOUR CHILDREN. [APPLAUSE]

3

4 **SUP. MOLINA:** NEXT, I'D LIKE TO INTRODUCE YELENA OTORENKO. I
5 HOPE I'M DOING THIS CORRECTLY. I APOLOGIZE. YELENA IS 18 YEARS
6 OLD AND IS A GRADUATE ALSO OF INTERNATIONAL POLYTECHNIC HIGH
7 SCHOOL. SHE LEFT RUSSIA FOR THE U.S. WHEN SHE WAS FOUR YEARS
8 OLD. YELENA PLAYS THE MANDOLIN IN HER CHURCH ORCHESTRA. SHE IS
9 CURRENTLY A JOURNALISM MAJOR AT THE UNIVERSITY OF LA VERNE AND
10 WE'RE VERY PROUD TO PRESENT HER ALSO NOT ONLY WITH A
11 SCHOLARSHIP BUT WITH THIS CERTIFICATE. CONGRATULATIONS. [
12 APPLAUSE]

13

14 **SUP. MOLINA:** ALTHOUGH WE WANT TO SEND A COMMENDATION TO MIN
15 BUI, MIN COULDN'T JOIN US HERE TODAY BECAUSE SHE IS ATTENDING
16 COLLEGE UP NORTH. SHE IS 19 YEARS OLD AND A GRADUATE ALSO OF
17 INTERNATIONAL POLYTECHNIC HIGH SCHOOL. MIN LEFT VIETNAM FOR
18 THE U.S. AT THE AGE OF SEVEN. DURING HER PRETEEN YEARS, HER
19 VOCAL CHORDS BECAME PARALYZED AND SHE NOW SPEAKS NO LOUDER
20 THAN A WHISPER, BUT SHE ATTENDS U. C. DAVIS WHERE SHE IS
21 STUDYING TO BECOME A HEART SPECIALIST. SO WE WANT TO
22 CONGRATULATE HER AS WELL. [APPLAUSE] AND, OF COURSE, I WANT
23 TO CONGRATULATE ALL OF THE AWARDEES FROM THROUGHOUT THE COUNTY
24 AND CONGRATULATE THE COMMISSION OF FOUR WOMEN FOR THE
25 OUTSTANDING WORK THAT THEY'VE DONE IN COMMENDING MANY OF THESE



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1 WOMEN AND GIVING THEM A HELPING HAND. CONGRATULATIONS TO ALL
2 OF YOU. [APPLAUSE]

3

4 **SUP. KNABE, CHAIR:** SUPERVISOR BURKE?

5

6 **SUP. BURKE:** THANK YOU VERY MUCH. WE WANT TO CERTAINLY COMMEND
7 THE WOMEN'S COMMISSION FOR -- COUNTY COMMISSION FOR WOMEN FOR
8 ALL OF THE THINGS THEY'RE DOING, PARTICULARLY THESE
9 SCHOLARSHIPS FOR YOUNG WOMEN. THE FIRST PERSON THAT I'M
10 CALLING IS KESHEWANA DEVAUGHN, AND SHE'S 18 YEARS OLD,
11 RECEIVED HER DIPLOMA FROM OPERATION GRADUATION. HER SHORT-TERM
12 GOAL IS TO TAKE BUSINESS AND COMPUTER CLASSES. HER LONG-TERM
13 GOAL IS TO BECOME A PEDIATRICIAN. SHE WANTS TO ATTEND EL
14 CAMINO COMMUNITY COLLEGE. CONGRATULATIONS. [APPLAUSE]

15

16 **SUP. BURKE:** NOW, SOPHIA HARVARD IS NOT HERE TODAY. SHE'S
17 ABSENT. SHE'S 18 YEARS OLD, GRADUATED FROM HAMILTON AND SHE
18 PLANS TO ATTEND CLARK ATLANTA UNIVERSITY, BUT EVENTUALLY TO GO
19 BACK TO A CALIFORNIA UNIVERSITY. ALSO, DIANA LOPEZ IS NOT HERE
20 AND SHE'S 18 YEARS OLD AND SHE ATTENDED SCHOOL AT CAMP SCOTT.
21 SHE WANTS TO OBTAIN HER BACHELOR'S DEGREE IN SOCIOLOGY AND
22 BECOME A JUVENILE PROBATION OFFICER, BUT WE DO HAVE HERE TODAY
23 ESEKA MARTINEZ, AND SHE'S 17 YEARS OLD, GRADUATED FROM YOUTH
24 FAIR CHANCE, A SINGLE PARENT CARING FOR HER YOUNG CHILD. SHE'S
25 PURSUING HER CAREER AT THE UNITED EDUCATION INSTITUTE, AND IS



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1 TAKING CLASSES TO BECOME A MEDICAL ASSISTANT. CONGRATULATIONS
2 TO YOU. [APPLAUSE]

3

4 **SUP. BURKE:** ERMA MICKENS. SHE COMES FROM BIG BROTHERS AND BIG
5 SISTERS, 18 YEARS OLD, GRADUATED FROM ALEXANDER HAMILTON HIGH
6 SCHOOL. SHE WAS HER JUNIOR CLASS TREASURER, STUDENT BODY
7 SECRETARY. SINCE THE AGE OF FOUR, SHE AND HER SIBLINGS HAVE
8 NOT LIVED WITH THEIR BIOLOGICAL PARENTS. SHE ATTENDS THE
9 UNIVERSITY OF CALIFORNIA RIVERSIDE, MAJORING IN SOCIOLOGY,
10 MINOR IN LAW AND SOCIETY. SHE WANTS TO BE A SOCIAL WORKER, SO
11 WE NEED YOU IN THE COUNTY OF LOS ANGELES. THANK YOU FOR BEING
12 HERE. [APPLAUSE]

13

14 **SUP. BURKE:** AND FINALLY, WE HAVE ERIKA MURRAY, 18 YEARS OLD,
15 RECEIVED HER DIPLOMA FROM CALIFORNIA TECHNICAL HIGH SCHOOL AND
16 SHE'S A SINGLE PARENT RAISING HER DAUGHTER, AND WHY DO I THINK
17 THIS BEAUTIFUL GIRL IS HER DAUGHTER? AND SHE'S ATTENDING
18 L.A.C.C. AND SHE'S MAJORING IN JOURNALISM AND CHILD
19 DEVELOPMENT. CONGRATULATIONS TO YOU. [APPLAUSE]

20

21 **SUP. KNABE, CHAIR:** OKAY. SUPERVISOR YAROSLAVSKY? WAIT. WE'RE
22 GOING TO TAKE A GROUP PICTURE OF... [INDISTINCT VOICES]

23

24 **SUP. YAROSLAVSKY:** MR. CHAIRMAN, IT'S MY PLEASURE TO PRESENT
25 CERTIFICATES TO A NUMBER OF THE YOUNG WOMEN WHO ARE HERE FROM



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1 OUR DISTRICT. FIRST OF ALL, DOLORES ARGUETA. DOLORES? DOLORES
2 IS 17 YEARS OLD, GRADUATED FROM YOUTH FAIR CHANCE. SHE'S A
3 SINGLE PARENT CARING FOR A YOUNG DAUGHTER. SHE'S PURSUING HER
4 CAREER AT BRYMAN COLLEGE AND IS TAKING CLASSES TO BECOME A
5 MEDICAL ASSISTANT. DOLORES, CONGRATULATIONS. [APPLAUSE]

6

7 **SUP. YAROSLAVSKY:** NEXT, KATHERINE ORELLANA. KATHERINE IS 19
8 YEARS OLD, GRADUATED FROM NEW DIRECTIONS SCHOOL. SHE'S A
9 SINGLE PARENT CARING FOR A TWO-YEAR-OLD DAUGHTER AND I THINK
10 WE HAVE THE PRIVILEGE OF HAVING HER WITH US THIS MORNING. DID
11 SHE GET A CHANCE TO SEE MICKEY MOUSE?

12

13 **KATHERINE:** YES

14

15 **SUP. YAROSLAVSKY:** OKAY. AND SHE IS ATTENDING PIERCE COLLEGE IN
16 THE SAN FERNANDO VALLEY BECAUSE OF HER INVOLVEMENT IN THE
17 SCHOLAR SHOP PROGRAM SUPPORTED BY NEW DIRECTIONS FOR YOUTH.
18 KATHERINE'S MAJOR IS CRIMINOLOGY. CONGRATULATIONS, KATHERINE,
19 AND GOOD LUCK. [APPLAUSE]

20

21 **SUP. YAROSLAVSKY:** NEXT IS NANCY QUINONES. NANCY IS 16 YEARS
22 OLD, GRADUATED FROM YOUTH FAIR CHANCE. WHILE ATTENDING HIGH
23 SCHOOL, SHE WAS TAKING HER GENERAL REQUIRED COURSES FROM LOS
24 ANGELES CITY COLLEGE. HER GOAL IS TO OBTAIN HER ASSOCIATE'S
25 DEGREE FROM L.A.C.C. AND THEN NANCY WILL TRANSFER TO CAL STATE



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1 UNIVERSITY TO OBTAIN HER DEGREE TO BECOME AN ELEMENTARY SCHOOL
2 TEACHER, AND THAT'S A NOBLE GOAL AND PROFESSION. WE WISH YOU
3 GOOD LUCK. CONGRATULATIONS, NANCY. [APPLAUSE]

4

5 **SUP. YAROSLAVSKY:** NEXT IS SYLVIA RIVERA. SYLVIA IS 18 YEARS
6 OLD AND GRADUATED FROM AMELIA EARHART HIGH SCHOOL. SHE HAS A
7 YOUNG DAUGHTER, RECENTLY GRADUATED FROM THE AMERICAN CAREER
8 COLLEGE AND SYLVIA IS A COMPUTERIZED BUSINESS SPECIALIST,
9 WHICH IS MORE THAN I CAN SAY FOR THE FIVE OF US. SYLVIA,
10 CONGRATULATIONS AND BEST WISHES. [APPLAUSE]

11

12 **SUP. YAROSLAVSKY:** ISOBEL ROMERO. THERE'S ISOBEL. ISOBEL IS 19
13 YEARS OLD, RECEIVED HER DIPLOMA FROM YOUTH FAIR CHANCE. SHE'S
14 ATTENDING UNITED EDUCATIONAL INSTITUTE. SHE'S PURSUING A
15 CAREER TO BECOME A MEDICAL ASSISTANT. CONGRATULATIONS AND BEST
16 WISHES TO YOU. [APPLAUSE]

17

18 **SUP. YAROSLAVSKY:** AND LAST BUT NOT LEAST IS ANGELICA ZAPATA.
19 ANGELICA IS 18 YEARS OLD AND RECEIVED HER DIPLOMA FROM YOUTH
20 FAIR CHANCE. SHE WAS AN L.A.P.D. EXPLORER AND WAS IN THE
21 JUNIOR R.O.T.C. PROGRAM. ANGELICA'S GOAL IS TO BE THE BEST
22 COSMETOLOGIST AND MASSAGE THERAPIST. ALL RIGHT! GOOD LUCK.
23 TAKE A LOOK AROUND HERE. WHEN YOU GET TO BE A COSMETOLOGIST,
24 COME ON BACK. THERE'S PLENTY OF WORK FOR YOU HERE.
25 CONGRATULATIONS TO ALL OF YOU. [APPLAUSE]



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1

2 **SUP. KNABE, CHAIR:** ALL RIGHT. CONGRATULATIONS. ALL RIGHT. [
3 APPLAUSE]

4

5 **SUP. KNABE, CHAIR:** FIRST OF ALL, I'D LIKE TO CONGRATULATE
6 CRYSTAL JOHNSON ON BEING AWARDED THIS SCHOLARSHIP. I'M GOING
7 TO ASK RUTH AND CHARLOTTE TO JOIN ME FOR THE PICTURES AS WELL.
8 CRYSTAL IS 18 YEARS OLD, RECEIVED HER G.E.D. AT JOSEPH SCOTT
9 ACADEMY. SHE'S PLANNING TO ATTEND LONG BEACH CITY COLLEGE, AND
10 IS INTERESTED IN BECOMING A CERTIFIED COMPUTER TECHNICIAN. SHE
11 HOPES TO EVENTUALLY RECEIVE HER DOCTORATE DEGREE IN CHILD
12 DEVELOPMENT. AMEN. [APPLAUSE]

13

14 **SUP. KNABE, CHAIR:** NEXT, WE'D LIKE TO WELCOME AND CONGRATULATE
15 MS. DAVI NEM ON BEING AWARDED A SCHOLARSHIP. DAVI IS 21 YEARS
16 OLD. SHE BECAME A WARD OF THE COURT AT THE AGE OF 15. HAVING
17 LOST BOTH OF HER PARENTS, SHE IS THE SOLE CARETAKER OF HER
18 DAUGHTER, WHO IS TWO YEARS OLD. SHE IS A FULL-TIME EMPLOYEE AT
19 THE COUNTY CENTRAL HEATING UNIT AND A PART-TIME STUDENT AT
20 LONG BEACH CITY COLLEGE. DAVI IS PURSUING A CAREER IN CRIMINAL
21 JUSTICE. CONGRATULATIONS. [APPLAUSE]

22

23 **SUP. KNABE, CHAIR:** NEXT, WE'D LIKE TO CONGRATULATE LISA
24 WOODWARD. LISA IS 19 YEARS OLD, RECEIVED HER DIPLOMA FROM THE
25 JOSEPH SCOTT ACADEMY. SHE PLANS ON ATTENDING CERRITOS



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1 COMMUNITY COLLEGE AND HER GOAL IS TO OBTAIN A BACHELOR'S
2 DEGREE IN BUSINESS ADMINISTRATION AND ULTIMATELY OWN A CHAIN
3 OF RESTAURANTS AND NIGHTCLUBS. ALL RIGHT! [APPLAUSE]

4

5 **SUP. KNABE, CHAIR:** BEFORE WE DO A GROUP PHOTO HERE, THERE WERE
6 SEVERAL THAT WEREN'T ABLE TO JOIN US TODAY. SHARLA SMITH, 17
7 YEARS OLD. RECEIVED HER DIPLOMA AT JOSEPH SCOTT ACADEMY. SHE
8 PARTICIPATED IN THE WORKFORCE INVESTMENT ACT. SHE ALSO FOUND
9 HER LIFE GOAL WHILE AT THE CAMP. SHE'D LIKE TO START HER OWN
10 FULL FIGURED WOMAN GIFTS AND CLOTHING LINE. SHE'S ATTENDING
11 NORTHWEST COLLEGE TO BECOME A CERTIFIED EYE SPECIALIST. ALSO,
12 LINDSEY MARIE SCOTT, 18 YEARS OLD, GRADUATED WITH HONORS FROM
13 THE LOS ANGELES COUNTY HIGH SCHOOL OF THE ARTS. SHE IS AN
14 ACTOR BECAUSE, FOR HER, NOTHING IS MORE REAL THAN BEING ON
15 STAGE. SHE PLANS TO FURTHER HER STUDIES BY MAJORING IN MUSICAL
16 THEATRE AT THE BOSTON CONSERVATORY. AND FINALLY, APRIL CASTRO
17 IS 21 YEARS OLD, FORMERLY A FOSTER CHILD, WAS RECENTLY
18 EMANCIPATED FROM THE INDEPENDENT LIVING PROGRAM. HER LIFELONG
19 GOAL IS TO SPEAK TO A ROOMFUL OF TROUBLED AND UNINSPIRED YOUTH
20 AND HOPEFULLY CHANGE THEIR WAY OF THINKING. SHE IS MAJORING IN
21 PSYCHOLOGY AND PLANS TO TRANSFER TO CAL STATE FULLERTON. SHE
22 IS CURRENTLY IN HER SECOND YEAR AT CERRITOS COMMUNITY COLLEGE.
23 [APPLAUSE]

24



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1 **SUP. KNABE, CHAIR:** RUTH, WOULD YOU LIKE TO MAKE A COUPLE
2 COMMENTS?

3

4 **RUTH:** MR. CHAIRMAN AND TO THE BOARD, I JUST WANT TO TAKE THIS
5 OPPORTUNITY, ON BEHALF OF THE COMMISSION, TO THANK ALL OF YOU
6 FOR ALLOWING US TO COME BEFORE YOU TODAY WITH THIS BEAUTIFUL
7 GROUP OF YOUNG WOMEN. WE STARTED OUT FIVE YEARS AGO AND WE
8 PROVIDED FIVE SCHOLARSHIPS. AND NOW, FIVE YEARS LATER, WE ARE
9 PROVIDING 30 SCHOLARSHIPS. WITH YOUR HELP AND THE [INAUDIBLE]
10 ONE AND THE GREAT CHAIRPERSON WE HAVE, MY GOOD FRIEND,
11 COMMISSIONER DUBA AND ALL OF THE COMMISSIONERS, WE HOPE TO
12 CONTINUE THIS PROGRAM BECAUSE WE ARE TOUCHING THE LIVES OF
13 THOSE YOUNG WOMEN WHO NEED IT THE MOST. THANK YOU SO VERY MUCH
14 FOR THIS OPPORTUNITY. [APPLAUSE]

15

16 **SUP. KNABE, CHAIR:** MIKE?

17

18 **SUP. ANTONOVICH:** WE HAVE A LITTLE KITTEN, DOMESTIC LONG-HAIR
19 CAT, HIS NAME IS WHISKERS. HE'S EIGHT WEEKS OLD THAT'S LOOKING
20 FOR A HOME. THIS IS LITTLE WHISKERS, WHO IS LOOKING FOR A
21 HOME. ANYWAY, YOU CAN CALL AREA CODE (562) 728-4644. LET ME
22 SAY THAT THE LOS ANGELES COUNTY DEPARTMENT OF ANIMAL CONTROL
23 ANNOUNCES A PET LICENSING AMNESTY PROGRAM. THERE WILL BE NO
24 BACK YEARS OR PENALTY FEES FROM NOW TO FEBRUARY 15, 2004. SO
25 THIS IS AN OPPORTUNITY TO BRING ALL OF THE LICENSES UP TO



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1 DATE. FOR INFORMATION, YOU CAN VISIT ONE OF OUR SIX ANIMAL
2 CONTROL SHELTERS THROUGHOUT OUR COUNTY OF LOS ANGELES, OR YOU
3 CAN CALL AREA CODE (562) 728-4644. DO YOU WANT TO SAY
4 SOMETHING? WANT TO SAY SOMETHING?

5

6 **SUP. YAROSLAVSKY:** MIKE, WHY DON'T YOU TAKE HER OUT OF THE CAGE
7 AND HOLD HER UP LIKE YOU USUALLY DO? [LAUGHTER]

8

9 **SUP. ANTONOVICH:** I WOULD LIKE TO. LET'S SEE. [MEOWING]

10

11 **SUP. MOLINA:** I RECOMMEND THAT THAT NOT HAPPEN.

12

13 **SUP. YAROSLAVSKY:** YEAH. WATCH THIS.

14

15 **SUP. MOLINA:** CAMERA SHY.

16

17 **SUP. YAROSLAVSKY:** YEAH. OH, NO, NO, NO, MIKE. WE DON'T HAVE
18 ENOUGH TRAUMA CENTERS. [LAUGHTER]

19

20 **SUP. BURKE:** THAT'S A BIG CAT. OH, GOODNESS.

21

22 **SUP. ANTONOVICH:** SO THIS IS LITTLE WHISKERS WHO'S LOOKING FOR
23 A HOME, EIGHT WEEKS OLD. [MEOWING] DO YOU WANT TO GO SEE
24 SUPERVISOR YAROSLAVSKY?

25



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1 **SUP. YAROSLAVSKY:** NO, NO. [MEOWING]

2

3 **SUP. ANTONOVICH:** HE'D LOVE TO HOLD YOU.

4

5 **SUP. YAROSLAVSKY:** MIKE [INAUDIBLE]

6

7 **SUP. KNABE, CHAIR:** WHISKERS IS PRETTY AGGRESSIVE.

8

9 **SUP. ANTONOVICH:** THANK YOU.

10

11 **SUP. KNABE, CHAIR:** SUPERVISOR MOLINA, DO YOU HAVE ANY
12 PRESENTATIONS?

13

14 **SUP. MOLINA:** NO, I DON'T.

15

16 **SUP. YAROSLAVSKY:** OKAY. KATHERINE <INAUDIBLE> DIDN'T SEEM TO
17 HAVE ANY PROBLEM WITH WHISKERS. WHAT DID YOU SAY TO HER,
18 KATHERINE?

19

20 **SUP. KNABE, CHAIR:** ALL RIGHT. WE WILL BEGIN WITH THE SECOND
21 DISTRICT, BUT I THINK, FIRST OF ALL, I'LL TAKE -- WE'LL CLEAR
22 ONE OUT HERE. THE FOLLOWING ITEMS, MR. HOLLOWAY, IF YOU'LL
23 COME FORWARD, 1-D, 3, 4, 5, 6, 9, 10, 12, 13, 15, 16, 17, 18,
24 19, 21, 22, 23, 24, 25, 28, 29, 33, 34, 35, 39, 41, 42, 44,
25 47-A, 47-E. THREE MINUTES.



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1

MR. HOLLOWAY: BEFORE YOU START MY TIME -- OKAY, BEFORE YOU
START MY TIME -- BEFORE YOU START MY TIME, I WOULD LIKE TO SAY
THAT, BEFORE YOU START MY TIME, THAT, ON ITEM NUMBER 9, I
DEMAND THREE MINUTES, THE PUBLIC DEMANDS THREE MINUTES TO BE
ABLE TO ADDRESS ITEM NUMBER 9, BECAUSE I DON'T HAVE TIME TO
ADDRESS EVERY ITEM AND THEN ALSO TO ADDRESS THIS, BUT I WILL
SAY THAT I OBJECT AND I HAVE NEVER BEEN DISRUPTIVE. NOW, ON
ALL OF THESE ITEMS, ALREADY 20 SECONDS WASTED BUT -- WE NEED
TO WORK WITHIN THE EXISTING BUDGET AND GUIDELINES, NO
INCREASES, SURCHARGES, OR AMENDMENTS. THAT'S FOR ITEM 1-D,
ITEM 18, 19, 22, 27, 38, 41, AND 42. THE PUBLIC DEMANDS NO FEE
WAIVERS. THAT'S ITEM 3, 5, 10 -- EXCUSE ME, MR. JANSSEN! MR.
JANSSEN AND SUPERVISOR MOLINA!!

15

SUP. KNABE, CHAIR: MR. HOLLOWAY, MR. HOLLOWAY, MR. HOLLOWAY.

17

MR. HOLLOWAY: I MEAN, KNABE.

19

SUP. KNABE, CHAIR: MR. HOLLOWAY, ADDRESS YOUR ITEMS.

21

MR. HOLLOWAY: YOU GUYS, YOU GUYS NEED TO PAY ATTENTION.

23

SUP. KNABE, CHAIR: MR. HOLLOWAY, JUST ADDRESS YOUR ITEMS.

25



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1 **MR. HOLLOWAY:** OKAY. NO FEE WAIVERS. QUIT INTERRUPTING ME,
2 PLEASE. NO FEE WAIVERS ON ITEM 3, 5, 10, 47-A AND E. HOLD FOR
3 INVESTIGATION OF CRIMINAL AND FELONIOUS ACTIVITIES, THAT'S
4 ITEMS 4 AND 42. BEFORE AMENDING PUBLIC MEETING, DISCLOSURE
5 FIRST. THAT'S ITEMS, 6, 22, 23, AND 33. USE COUNTY EMPLOYEES,
6 THAT'S WHAT WE PAY THEM FOR. THAT'S ITEM 21, 26, 28, 29. EVERY
7 -- CONFIRMATION TO THE GUIDELINES OF THE C.E.Q.A., 24, 25, 28,
8 29. OKAY, LOOK. I DON'T -- YOU'RE NOT GIVING ME ENOUGH TIME TO
9 SPEAK TO EVERYTHING, BUT I NEED TO SAY THAT WE NEED TO FIRE
10 3.7 MILLION DOLLARS' WORTH OF EMPLOYEES FOR ITEM 26, BECAUSE
11 OF THE DOLLARS. I'M SURE THAT THE MONEY IS BEING WASTED BY
12 EMPLOYEES SITTING OUTSIDE SMOKING ALL DAY AND EVEN IN YOUR
13 BOARD OFFICE, EMPLOYEES HAVING ATTENDING TO BAKE AND CHARITY
14 SALES WHILE ON COUNTY TIME. WE MUST STREAMLINE AND CUT COSTS
15 WITH ALL THE BUDGET CRISIS, OKAY? ALSO, AS FAR AS WITH MARTIN
16 LUTHER KING, YOU NEED TO PUT THAT ON THE AGENDA, AND WHERE THE
17 M.L.K. AGENDA ITEM. THE PROBLEM DIDN'T HAPPEN OVERNIGHT AND
18 PERHAPS IF YOU BOARD OF SUPERVISORS LISTENED TO THE PUBLIC
19 BEFORE GIVING AWAY BIG MONEY TO WHITE BREAD INCOMPETENTS,
20 MARTIN LUTHER KING WOULD NOT BE IN THE SITUATION THAT IT'S IN.
21 ITEM 52, PUBLIC CLOSE IN MEMORY OF ALL CHILDREN MURDERED,
22 MAIMED, MOLESTED AND ABUSED WHILE UNDER THE JURISDICTION OF
23 THE DEPARTMENT OF THE D.C.F.S. 47-A, SEPARATION OF CHURCH AND
24 STATE. NOW, THE PUBLIC DEMANDS THAT MERRITT HOLLOWAY BE GIVEN
25 THREE MINUTES ON THIS ITEM NUMBER 9. PUBLIC DEMANDS THAT



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1 SUPERVISOR MOLINA, RATHER THAN ATTACKING ME, ATTACK THE ISSUES
2 AND CONCERNS I'M RAISING. SURELY YOUR RESOURCES CAN BE BETTER
3 SPENT FINDING OUT WHERE THE 800,000-PLUS DOLLARS WENT. ALSO TO
4 MOLINA AND BURKE, ITEM 15, D.C.F.S., WHAT'S UP WITH MY CASE?
5 C.K. 46462. OKAY? SO I GAVE YOU GUYS SOME PAPERWORK ON MY
6 CASE, I'M GOING TO GIVE YOU SOME MORE PAPERWORK. YOU GUYS ARE
7 DRAGGING YOUR FEET AS FAR AS THE DEPARTMENT OF CHILDREN AND
8 FAMILY SERVICES AND WHAT YOU'RE DOING ABOUT THE CASE OF DAVID
9 SANDERS AND ALL YOU GUYS STEALING MY SON. OKAY? THE TRAUMA
10 CENTER AND THE MISMANAGEMENT, YOU JUST GIVE ALL THESE PEOPLE,
11 THESE WHITE BREAD PEOPLE, A WHOLE BUNCH OF BIG MONEY AND THEY
12 WASTE IT AND THEN KING IS ABOUT TO -- ALL THE STUFF THAT'S
13 GOING UP. PLUS, THAT GUY, DR. GARTHWAITE, HE DOESN'T KNOW HOW
14 TO SPEAK HOOD. KING IS FULL OF HOOD CONVERSATION AND, WHEN YOU
15 GOT SOME WHITE PERSON LIKE HIM GOING OVER THERE THAT DON'T GOT
16 NO GAME, THEY SEE HIM COMING AND THE PUBLIC OBJECTS TO ALL OF
17 THE ITEMS THAT I SAID HERE AND WE OBJECT TO YOU SPENDING OUR
18 MONEY AND WASTING OUR MONEY LIKE THIS, AND YOU GUYS ARE
19 INCOMPETENT AND THE PUBLIC IS GOING TO DEMAND YOUR REMOVAL!

20

21 **SUP. KNABE, CHAIR:** THANK YOU. WE MOVE...

22

23 **SUP. MOLINA:** MR. CHAIRMAN?

24

25 **SUP. KNABE, CHAIR:** YES?



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1

2 **SUP. MOLINA:** BEFORE YOU MOVE ALL THOSE ITEMS, I JUST WANT TO
3 CONTINUE ITEM NUMBER 9. WHAT I'D LIKE TO DO IS I'D LIKE TO
4 MEET WITH THE FIRST AMENDMENT COALITION BEFORE WE MOVE FORWARD
5 ON THAT.

6

7 **SUP. KNABE, CHAIR:** OKAY. ITEM NUMBER 9 WILL BE CONTINUED AND
8 YOU'LL BE MEETING WITH THE FIRST AMENDMENT COALITION. WE WOULD
9 MOVE APPROVAL OF ITEMS 1-D, 3 --

10

11 **SUP. YAROSLAVSKY:** HOW LONG IS THE ITEM GOING TO BE CONTINUED
12 FOR? DO YOU HAVE...

13

14 **SUP. MOLINA:** I HOPE I CAN MEET WITH THEM THIS WEEK.

15

16 **SUP. KNABE, CHAIR:** WE'LL DO IT ONE WEEK? TWO WEEKS?

17

18 **SPEAKER:** WHAT ABOUT THOSE WHO SIGNED UP FOR ITEM 9?

19

20 **SUP. KNABE, CHAIR:** THEY'LL BE ABLE TO ADDRESS IT WHEN IT COMES
21 BACK TO THE BOARD.

22

23 **SPEAKER:** HOW DO WE KNOW WHEN THAT'S GOING TO WILL BE?

24

25 **SUP. MOLINA:** TWO WEEKS, SIR.



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1

2 **SUP. KNABE, CHAIR:** WELL, WILL YOU PLEASE SIT DOWN. WE'LL TELL
3 YOU. WE'RE TRYING TO FIGURE OUT WHETHER IT WILL BE ONE WEEK OR
4 TWO WEEKS. YOU WANT ONE -- TWO WEEKS?

5

6 **SUP. YAROSLAVSKY:** WHATEVER WORKS. TWO WEEKS WOULD PROBABLY
7 GIVE YOU MORE TIME.

8

9 **SUP. MOLINA:** OKAY.

10

11 **SUP. KNABE, CHAIR:** ALL RIGHT. TWO WEEKS. IT'LL BE -- ITEM
12 NUMBER 9 WILL BE CONTINUED TWO WEEKS. SO WE MOVE APPROVAL OF
13 ITEM 1-D, 3, 4, 5, 10, 12, 13, 18, 19, 21, 22, 23, 24, 25, 28,
14 29, 33, 34, 35, 39, 41, 42, 44, 47-A AND 47-E. MOVED BY
15 SUPERVISOR MOLINA, SECONDED BY SUPERVISOR BURKE. WITHOUT
16 OBJECTION, SO ORDERED.

17

18 **SPEAKER:** COULD YOU REPEAT ALL THOSE?

19

20 **SUP. KNABE, CHAIR:** SURE CAN. DO YOU WANT ME TO GO THROUGH THEM
21 AGAIN FOR YOU? ALL RIGHT. SUPERVISOR BURKE, YOU'RE FIRST ON
22 SPECIALS.

23

24 **SUP. BURKE:** I MOVE THAT, WHEN WE ADJOURN TODAY, WE ADJOURN IN
25 THE MEMORY OF LEON, DADDY WAG, WAGNER WHO PASSED AWAY ON



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1 JANUARY 4TH AT THE AGE OF 69. HE WAS AN EXCELLENT HITTER AND
2 ORIGINAL MEMBER OF THE LOS ANGELES ANGELS. IN HIS 12 MAJOR
3 LEAGUE SEASONS, MR. WAGNER PLAYED FOR THE SAN FRANCISCO
4 GIANTS, ST. LOUIS CARDINALS, ANGELS, CLEVELAND INDIANS AND
5 CHICAGO WHITE SOX. HE RETIRED AFTER THE 1969 SEASON. HE WAS A
6 LONG-TIME RESIDENT OF THE SECOND DISTRICT AND OUR DEEPEST
7 SYMPATHY EXTENDED TO THE WAGNER FAMILY. MIMI ROGERS, WHO
8 PASSED AWAY SUDDENLY LAST WEEK. SHE WAS VERY ACTIVE IN LOS
9 ANGELES POLITICS, A LONG-TIME DEMOCRATIC ADVOCATE. SHE WAS ONE
10 OF THE FOUNDERS OF ONE LOS ANGELES. SHE'S SURVIVED BY HER
11 HUSBAND, LOU ROBBINS. WELTON L. IRVING, WHO PASSED AWAY AT THE
12 AGE OF 67, DEVOTED FATHER, HUSBAND, AND FRIEND AND LONG-TIME
13 RESIDENT OF THE SECOND DISTRICT. HE WAS RETIRED AFTER 41 YEARS
14 FROM THE UNITED STATES POSTAL SERVICE, AN ACTIVE MEMBER OF THE
15 COMMUNITY. HE'S SURVIVED BY HIS WIFE OF 45 YEARS, JANICE, TWO
16 DAUGHTERS, LESLIE A. AND KELLEY S. IRVING, AND ONE OF HIS
17 DAUGHTERS IS FROM THE -- IS A COUNCIL PERSON. SUSAN EATON, WHO
18 PASSED AWAY ON DECEMBER 30TH OF COMPLICATIONS FROM LEUKEMIA AT
19 THE AGE OF 46. SHE WAS AN ESTEEMED KENNEDY SCHOOL FACULTY
20 MEMBER AND TIRELESS ADVOCATE FOR THE RIGHTS OF WORKERS, BOTH
21 IN HER WORK AS A UNION ORGANIZER AND HER TEACHING AND RESEARCH
22 AT KENNEDY SCHOOL. HER HUSBAND AND FELLOW FACULTY MEMBERS,
23 MARSHAL GANTS -- HER HUSBAND, MARSHAL GANTS, EXPRESSED IT
24 WELL. SHE WAS A DEEPLY COMMITTED PERSON, A PERSON WHO WALKED
25 THE WALK. SHE TRANSLATED HER VALUES INTO ACTION IN HER



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1 TEACHING IN HER RESEARCH AND HER PUBLIC LIFE. SHE LEAVES TO
2 CHERISH HER MEMORY HER HUSBAND, MARSHAL GANTS, HER MOTHER,
3 MARILYN EATON, HER FATHER WILLIAM J. EATON AND HER SISTER,
4 SALLY MISSERI.

5

6 **SUP. YAROSLAVSKY:** I'D LIKE TO ALSO BE ADDED TO THAT.

7

8 **SUP. BURKE:** I'D ALSO LIKE TO...

9

10 **SUP. YAROSLAVSKY:** SHE WAS ONE OF MY DAUGHTER'S PROFESSORS AT
11 THE KENNEDY SCHOOL LAST YEAR, AND SHE WAS..

12

13 **SUP. KNABE, CHAIR:** ALL MEMBERS.

14

15 **SUP. YAROSLAVSKY:** ...A VERY POPULAR PERSON.

16

17 **SUP. BURKE:** I HAVE A COUPLE OF ITEMS FOR NEXT WEEK THAT I'M
18 INTRODUCING. DUE TO THE OVERALL COUNTY BUDGET SHORTFALL AS A
19 RESULT OF FINANCIAL CRISIS STATEWIDE, THERE WILL BE A
20 DEVASTATING IMPACT ON PARKS OPERATED BY THE LOS ANGELES COUNTY
21 DEPARTMENT OF PARKS AND RECREATION. THE LOSS OF THESE PROGRAMS
22 MAY RESULT IN THE DISENFRANCHISEMENT OF OUR YOUTH AND AN
23 IMPACT ON THEIR WELL- BEING AND SELF-ESTEEM. IN ADDITION, MANY
24 OF OUR PARKS PROVIDE NEEDED SERVICES TO OUR SENIORS AS WELL,
25 AND THE LOSS OF THESE PROGRAMS WOULD BE DEVASTATING.



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1 THEREFORE, CREATING INNOVATIVE FUNDING SOURCES MUST BE
2 EXPLORED, INCLUDING THE ESTABLISHMENT OF PARTNERSHIPS WITH THE
3 PRIVATE SECTOR, INCLUDING ENTITIES SUCH AS CORPORATIONS,
4 BUSINESSES, INDIVIDUALS, AND FOUNDATIONS. THEREFORE, I MOVE
5 THAT THE BOARD OF SUPERVISORS DIRECT THE DIRECTOR OF THE
6 DEPARTMENT OF PARKS AND RECREATION TO DEVELOP A PILOT "ADOPT A
7 PARK" PROGRAM TO BE IMPLEMENTED IN THE SECOND DISTRICT TO
8 FOCUS ON THE FOLLOWING PARKS: BETHUNE PARK, HELEN KELLER PARK,
9 JESSE OWENS PARK, MAGIC JOHNSON PARK, TED WATKINS PARK AND
10 WASHINGTON PARK, AND THE DEVELOPMENT OF THE PILOT SHALL
11 INCLUDE THE CREATION OF A PROPOSAL OR SOLICITATION PACKAGE
12 WHICH STATES THE NEED FOR THE PROGRAM, UNMET NEEDS AT EACH OF
13 THE PARKS AND TO REPORT BACK TO THE BOARD WITHIN 60 DAYS ON
14 THE STATUS OF ITS MARKETING EFFORTS AND PROVIDE AN EVALUATION
15 REPORT AT THE END OF 180 DAYS ON THE BENEFITS AND DETRIMENTS,
16 IF ANY, OF THIS PILOT PROGRAM AND PROVIDE RECOMMENDATIONS ON
17 HOW TO IMPROVE THE PROGRAM AND WHETHER IT'S FEASIBLE TO ROLL
18 OUT THIS PROGRAM TO ALL COUNTY PARKS FOR NEXT WEEK.

19
20 **SUP. KNABE, CHAIR:** FOR NEXT WEEK.

21
22 **SUP. BURKE:** ALSO FOR NEXT WEEK, THE SHERIFF'S DEPARTMENT --
23 OH, OKAY. ALL RIGHT. HE'S HERE? OKAY. IS IT -- SHOULD I CALL
24 S-1? IT'S 11:00. THE SHERIFF IS HERE.



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1 **SUP. KNABE, CHAIR:** YEAH.

2

3 **SUP. BURKE:** OKAY. HE'S IN THE BACK. SHERIFF? AND THIS IS ON
4 THE GANG SUPPRESSION TEAMS. HE MIGHT -- IT WOULD BE ALSO
5 HELPFUL, I HAVE A COUPLE OF OTHER THINGS I'D LIKE TO ASK THE
6 SHERIFF ABOUT. I KNOW THERE WAS A SUMMIT YESTERDAY WITH
7 SHERIFF'S DEPARTMENT, L.A.P.D., ALSO THE F.B.I. ON GANG
8 SUPPRESSION, SO I WOULD BE VERY INTERESTED IN ALSO SOME OF
9 THOSE THINGS THAT WE'VE HEARD SOMETHING ABOUT IN THE NEWS BUT
10 HAVE NOT HAD A REAL UNDERSTANDING OF WHAT THEY'RE SUGGESTING.

11

12 **SHERIFF LEE BACA:** GOOD MORNING.

13

14 **SUP. BURKE:** GOOD MORNING.

15

16 **SUP. KNABE, CHAIR:** GOOD MORNING, SHERIFF.

17

18 **SHERIFF LEE BACA:** GOOD MORNING. WOULD YOU LIKE ME TO START
19 FIRST WITH YESTERDAY'S SUMMIT? IS THAT A BEGINNING POINT, OR
20 WOULD YOU LIKE --

21

22 **SUP. BURKE:** I'D BE VERY INTERESTED IN YESTERDAY'S SUMMIT.

23

24 **SHERIFF LEE BACA:** ESSENTIALLY, THE SUMMIT WAS A CALL
25 NATIONWIDE OF CHIEFS OF POLICE FROM THE CITIES OF NEW YORK,



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1 BOSTON, DENVER, SAN ANTONIO, CHICAGO, LOS ANGELES, SAN
2 FRANCISCO, AND THE GOAL WAS TO ESTABLISH A NATIONAL FOCUS ON
3 THE PROBLEM OF GANGS. WE, IN OUR DISCUSSIONS, WERE CONCERNED
4 THAT NEW YORK, CHICAGO, AND LOS ANGELES HAVE THE LARGEST
5 CONCENTRATION OF GANGS AND IT'S COMMONLY KNOWN THAT THOSE WHO
6 GREW UP, SAY, IN THE LOS ANGELES AREA ARE NOW SPREADING OUT
7 THROUGHOUT VARIOUS PARTS OF THE UNITED STATES, AND, OF COURSE,
8 THEY TAKE THEIR GANG PROBLEM WITH THEM. THE ESSENTIAL TWO-DAY
9 CONFERENCE, THE FOCUS OF THE TWO-DAY CONFERENCE WAS TO HAVE A
10 COMMON DEFINITION OF WHAT CONSTITUTES GANG CRIME AND
11 CONSIDERABLE TIME WAS SPENT DEFINING THAT, AND WE, OF COURSE,
12 IN LOS ANGELES, HAVE QUITE A BIT OF EFFORT FOCUSED ON THE
13 PROBLEM, AND THEREFORE WE WERE INSTRUMENTAL IN PUTTING FORTH
14 MANY IDEAS AS TO HOW WE DEAL WITH THE GANG PROBLEM. WE
15 DISCUSSED THE FEINSTEIN HATCH BILL, WHICH IS A FEDERAL
16 PROPOSAL TO ADD MORE FOCUS INTO THE GANG PROBLEM USING FEDERAL
17 RESOURCES AND THE CO-HOST OF THE CONFERENCE WAS THE L.A.P.D.
18 AND THE F.B.I. AND THEY HAD F.B.I. REPRESENTATIVES FROM THOSE
19 VARIOUS CITIES THAT I MENTIONED. BEYOND THE DEFINITION, WE
20 TALKED ABOUT HOW WE COULD DO A BETTER JOB COLLABORATING
21 BETWEEN FEDERAL, STATE, AND LOCAL RESOURCES. THIS IS THE FIRST
22 OF WHAT WILL BE THREE MEETINGS THROUGHOUT THE YEAR TO PUT MORE
23 SPECIFICITY INTO WHAT WE STARTED OUT DOING, AND IT'S BASICALLY
24 TO SAY, AS A COUNTY AND CITY OF LOS ANGELES, THAT WE NEED MORE



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1 HELP FROM FEDERAL GOVERNMENT DEALING WITH THIS PROBLEM AND IT
2 COULD MEAN ADDITIONAL MONEY AS WELL.

3

4 **SUP. BURKE:** ALL RIGHT. I APPRECIATE THAT. I CERTAINLY HOPE WE
5 CAN ALSO GET UPDATES ON HOW THAT'S GOING. IS THIS ITEM THAT
6 WE'RE TALKING ABOUT TODAY, THE GANG SUPPRESSION TEAM,
7 CONSISTENT WITH SOME OF THE THINGS THAT YOU DISCUSSED
8 YESTERDAY?

9

10 **SHERIFF LEE BACA:** YES. WE PROVIDED AN OVERVIEW TO THE
11 PARTICIPANTS AS TO WHAT THE COUNTY OF LOS ANGELES IS DOING
12 WITH ITS LARGE-IN PROGRAM, WHICH IS AN ITEM THAT YOU HAVE,
13 THAT YOU'RE BRINGING FORWARD, I BELIEVE, TODAY, AND HOW WE
14 HAVE THE COUNTY-WIDE CRIMINAL JUSTICE COORDINATING COUNCIL AND
15 HOW SUBCOMMITTEES WORK WITHIN THAT COUNCIL AND HOW WE HAVE
16 REGIONALIZED OUR EFFORT THROUGH THE LOCAL CHIEFS OF POLICE,
17 THE DISTRICT ATTORNEY'S OFFICE, THE SHERIFF'S DEPARTMENT, THE
18 POLICE DEPARTMENT, CITY ATTORNEY'S OFFICE, AND THE PROBATION
19 OFFICER. AND, OF COURSE, A BIG PIECE OF THIS IS THE COMMUNITY-
20 BASED ORGANIZATIONS, OF WHICH WE HAVE SUBSTANTIAL INVOLVEMENT
21 WITH.

22

23 **SUP. BURKE:** I DO HAVE A MOTION I'D LIKE TO PRESENT AND GET
24 SOME REACTION TO IT. THE SHERIFF'S DEPARTMENT HAS CLEARLY
25 IDENTIFIED THE SUCCESSES OF THE COMMUNITY PROBLEMS ASSESSMENT



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1 AND SUPPRESSION TEAMS. IT'S BEEN DEMONSTRATED THAT THOROUGH
2 AND CAREFUL PLANNING, TOGETHER WITH HIGHLY TRAINED DEPUTIES
3 WORKING ON DEFINED GOALS AND TARGETING SPECIFIC AREAS CAN
4 EFFECTIVELY REDUCE GANG AND OTHER CRIMINAL ACTIVITY. WHAT HAS
5 REALLY BEEN ABSENT IS A COORDINATION OF A COUNTY-WIDE ANTI-
6 GANG STRATEGY AND INTELLIGENCE-SHARING AMONG VARIOUS LAW
7 ENFORCEMENT AGENCIES ON GANG INVESTIGATIONS, EXCEPT THAT WHICH
8 OCCURS BETWEEN INDIVIDUAL INVESTIGATORS ON SPECIFIC CASES.
9 IMPRESSIVE STRIDES HAVE TAKEN PLACE RECENTLY, SUCH AS THE
10 SUPPRESSION TEAM MEETING COORDINATED BY THE COUNTY-WIDE
11 CRIMINAL JUSTICE COORDINATING COMMITTEE THROUGH THE INTER
12 AGENCY ANTI-GANG TASK FORCE AND THE SHERIFF'S PARTNERSHIP WITH
13 THE LOS ANGELES POLICE DEPARTMENT ON ANTI-GANG EFFORTS.
14 HOWEVER, A METHOD AND INSTRUMENT NEEDS TO BE DEVELOPED AND
15 UTILIZED FOR CAPTURING COUNTY-WIDE GANG ACTIVITY. THE CREATION
16 OF A MULTI-JURISDICTIONAL STREET GANG CLEARINGHOUSE, KNOWN AS
17 L.A. REGIONAL GANG INFORMATION NETWORK, LARGEN, HAS BEEN
18 DEVELOPED BY OFFICERS FROM VARIOUS POLICE JURISDICTIONS.
19 LARGEN WOULD PRODUCE DAILY, UPDATED, INTELLIGENT DATA AND
20 STATISTICAL INFORMATION TO INVESTIGATORS, STREET TACTICAL
21 OFFICERS AND AGENCY EXECUTIVES CHARGED WITH ADDRESSING THE
22 GANG PROBLEM. THE SHERIFF'S DEPARTMENT IS TAKING THE LEAD TO
23 OBTAIN ONE- START START-UP COSTS FUNDING FOR LARGEN. THEY ARE
24 MAKING A COORDINATED EFFORT TO OBTAIN FUNDING FROM THE CITY OF
25 LOS ANGELES IN ADDITION TO OTHER LOCAL, STATE, AND FEDERAL



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1 SOURCES ONE-TIME COSTS WOULD INCLUDE EQUIPMENT, SUCH AS
2 COMPUTERS, SOFTWARE MODIFICATIONS, DATA CONVERSATIONS, MAPPING
3 DESIGNS, AND OTHER TECHNICAL SERVICES. ONGOING OPERATIONAL
4 COSTS WILL BE PROVIDED BY THE USER LAW ENFORCEMENT DEPARTMENT
5 ON AN IN-KIND BASIS. IN ADDITION, LARGEN HAS RECEIVED A
6 \$300,000 GRANT FROM THE POLICE CHIEF'S ASSOCIATION TO PAY FOR
7 THE SALARIES OF TWO ANALYSTS. THE SHERIFF'S DEPARTMENT STAFF
8 ESTIMATES A TOTAL ONE-TIME COST TO BE APPROXIMATELY \$354,000.
9 I'M PROPOSING THAT THE COUNTY FUND HALF OF THIS AMOUNT AND,
10 THEREFORE, I MOVE THAT THE BOARD OF SUPERVISORS DIRECT THE
11 C.A.O. TO DETERMINE WHETHER THIS AMOUNT OF \$177,000 IS AN
12 ALLOWABLE EXPENSE THROUGH THE LOCAL LAW ENFORCEMENT BLOCK
13 GRANT FUNDS, AND IF SO, TO ALLOCATE TO LARGEN 177,000 FROM
14 THIS FUND, FROM UNALLOCATED INTEREST AND THE BALANCE TO BE
15 ALLOCATED FROM EACH BOARD OFFICE'S DISCRETIONARY PORTION OF
16 THE LLEBG FUNDS. AND IF IT'S DETERMINED THIS IS NOT AN
17 ALLOWABLE EXPENDITURE FROM THE LLEBG FUNDS, THE C.O. IS DIRECT
18 TO IDENTIFY OTHER POTENTIAL FUNDING SOURCES AND TO COME BACK
19 TO THE BOARD IN 30 DAYS WITH HIS RECOMMENDATION. I WOULD JUST
20 LIKE TO SHARE MY EXPERIENCE IN PUTTING ON EVENTS IN MY
21 DISTRICT. WHAT I HAVE FOUND IS THAT MANY EVENTS THAT STARTED
22 OUT BEING VERY WHOLESOME AND CAN BE VERY CONSTRUCTIVE, IF IT
23 ATTRACTS GANGS IN THE AREA OR IF IT DEVELOPS INTO AN AREA OF
24 WHERE THERE'S GANG COMPETITION, SOMETIMES WE FIND THAT THE
25 WHOLE THING IS DISRUPTED OR WE HAVE TO HAVE PRIVATE SECURITY



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1 THAT WE BRING IN IN ORDER TO MAINTAIN THE EVENTS. THERE ARE
2 EVENTS THAT HAVE GONE ON HISTORICALLY IN LOS ANGELES THAT
3 HOMEOWNER GROUPS HAVE SAID TO ME THEY DON'T WANT THEM TO
4 CONTINUE BECAUSE THEY BELIEVE THEY ATTRACT COMPETITIVE GANGS
5 INTO AN AREA. WELL, ONE OF THE THINGS I HAVE FOUND THAT, WHERE
6 WE HAVE THESE EVENTS GOING ON AND PARTICULARLY SOME OF OUR
7 GANG UNITS, WHO KNOW THE PEOPLE WHO ARE INVOLVED, WHO KNOW
8 WHEN THEY SEE THEM IN THE AREA, HAVE BEEN ABLE TO GIVE US SOME
9 INFORMATION AS TO WHAT'S HAPPENING AND, IN SOME INSTANCES --
10 IN MOST INSTANCES, WE'VE BEEN ABLE TO PREVENT IT ESCALATING
11 INTO VIOLENCE. BUT YOU HAVE TO KNOW THE PEOPLE, YOU HAVE TO
12 KNOW THE SIGNS, YOU HAVE TO KNOW WHEN THEY COME ABOUT AND WHEN
13 THEY START CONGREGATING. YOU HAVE TO IDENTIFY THEM AWAY FROM
14 THE FACILITY. YOU HAVE TO HAVE THE INFORMATION IN TERMS OF
15 WHAT THE BUZZ IS ABOUT WHAT THEY'RE GOING TO DO, AND THAT'S
16 THE ONLY WAY WE'VE BEEN ABLE TO CARRY ON MANY EVENTS THAT
17 SHOULD BE A -- JUST A NATURAL WITHIN ANY COMMUNITY. SO I DO
18 THINK INTELLIGENCE IS THE KEY TO A LOT OF THE PREVENTION OF
19 PROBLEMS THAT RESULT FROM HAVING EVENTS WITHIN PARKS AND OTHER
20 AREAS. SO THAT'S ONE OF THE REASONS WHY I BELIEVE THAT WE
21 SHOULD TRY THIS AND THAT WE NEED TO HAVE THE ABILITY TO
22 IDENTIFY PEOPLE. WHEN YOU HAVE SOME OF THE CASUALTIES AND THE
23 GANG KILLINGS, GRANTED, IT'S VERY DIFFICULT TO GET WITNESSES
24 TO COME FORWARD. BUT IF YOU HAVE PEOPLE WHO HAVE ALL THE
25 INFORMATION OF WHO HAS BEEN KILLED OR -- AND WHAT, MAY BE



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1 RETRIBUTION GOING ON, ALL OF THIS INFORMATION CAN MAKE A
2 DIFFERENCE, AND THAT'S WHY I BELIEVE THAT WE HAVE TO HAVE A
3 HEIGHTENED INFORMATION AND TECHNOLOGY, BECAUSE THIS IS NOT A
4 SMALL LITTLE PROBLEM OF KIDS ON THE CORNER, THIS IS SOMETHING
5 THAT REQUIRES HIGH- TECH SOLUTIONS AND INFORMATION. SO THIS IS
6 THE MOTION THAT I HAVE.

7

8 **SUP. KNABE, CHAIR:** YEAH, I'LL SECOND THAT. WE STILL HAVE THE
9 MOTION -- WE STILL NEED -- DO YOU WANT -- IS IT OKAY FOR THE
10 SHERIFF TO PROCEED, THEN, ON THE STATUS OF THE SUPPRESSION
11 TASK FORCE THEN?

12

13 **SUP. BURKE:** SURE, OKAY, THAT'S FINE.

14

15 **SUP. KNABE, CHAIR:** GO AHEAD, SHERIFF, IF YOU HAVE -- TO GO
16 AHEAD AND PROCEED ON THE S-2.

17

18 **SHERIFF LEE BACA:** YES. THAT --

19

20 **SUP. MOLINA:** DID YOU FINISH THE DISCUSSION, THOUGH, ON THE
21 COMPUTER STUFF?

22

23 **SUP. KNABE, CHAIR:** PARDON ME? I SECOND THE MOTION. WE'VE STILL
24 GOT THAT ON THE TABLE, BUT --

25



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1 **SUP. BURKE:** I WANT TO ALLOW HIM TO FINISH HIS REPORT AND THEN
2 WE'LL HAVE DISCUSSION ON THIS ITEM. I JUST WANTED TO PUT IT
3 OUT IN FRONT OF EVERYONE.

4
5 **SHERIFF LEE BACA:** OKAY. ESSENTIALLY ON THE SECONDARY REPORT,
6 ON SEPTEMBER THE 16TH, 2003, YOUR BOARD ALLOCATED FUNDS FOR
7 COMMUNITY PROBLEMS AND ASSESSMENT TEAMS, AND THIS FUNDING
8 ALLOWED FOR THE CREATION OF A NUMBER OF TEAMS TOTALING 40
9 DEPUTIES. WE HAD FIVE SERGEANTS AND ONE LIEUTENANT. THERE WERE
10 FIVE TEAMS IN TOTAL WITH FIVE SERGEANTS HEADING UP EACH OF
11 THOSE TEAMS INDIVIDUALLY AND ONE LIEUTENANT. AND THE TEAMS
12 WERE DEPLOYED AT EAST LOS ANGELES, LENNOX, COMPTON, AND
13 CENTURY STATIONS. A FIFTH TEAM WAS A COUNTY-WIDE ROVING TEAM
14 DEPLOYED GEOGRAPHICALLY AS NEEDED. AND THESE CUPS PROGRAMS, WE
15 CALL THEM C-PASS PROGRAMS, COMMUNITY PROBLEMS AND ASSESSMENT
16 TEAMS, USE THE LINDA CORDER MODEL OF POLICING AND PROBLEM-
17 SOLVING INVOLVING STATE AND LOCAL RESOURCES TO WORK CLOSELY
18 WITH THESE TEAMS. AND, AS A RESULT OF THIS EFFORT, WE HAVE
19 BEEN VERY, VERY ACTIVE AND HAVE MADE A TOTAL OF 322 FELONY
20 ARRESTS, 530 MISDEMEANOR ARRESTS AND RECOVERED 34 FIREARMS AND
21 WRITTEN 480 CITATIONS AND COMPLETED ABOUT 654 FIELD INTERVIEW
22 REPORTS, WHICH LARGELY CONSIST OF GANG MEMBERS. WE TARGETED
23 THE HOOVER CRIPS, THE RAYMOND AVENUE CRIPS, THE INGLEWOOD 13,
24 LENNOX 13, 118TH EAST COAST CRIPS, CARVER PARK CRIPS, WEST
25 SIDE PIRU, CAMPANELLA PARK PIRU, AND FLORENCIA 13. WE HAVE,



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1 INDIVIDUALLY, WITHIN EACH OF THOSE TEAMS, DONE SOME
2 SIGNIFICANT THINGS. SOME OF THEM GOT TO THE LEVEL OF THE
3 \$20,000 SEIZURE FROM A KNOWN DRUG TRAFFICKER IN THE LENNOX
4 AREA AND ABOUT \$150,000 WORTH OF MARIJUANA FROM A WILLOWBROOK
5 GANG KNOWN AS THE CARVER PARK CRIPS. IN THIS GANG SUMMIT WE
6 HAD YESTERDAY, WE KNOW THAT DRUGS AND GUNS ARE ONE OF THE
7 COMMON THEMES THAT ALL GANGS SEEM TO HAVE, NO MATTER WHAT PART
8 OF THE NATION THEY EXIST. WE'VE BEEN ABLE TO ARREST TWO
9 SUSPECTS IN COMPTON FOR A CARJACKING, KIDNAPPING, AND
10 AGGRAVATED ASSAULT THAT OCCURRED IN CERRITOS EARLIER, WHICH
11 WAS WIDELY REPORTED IN THE LOS ANGELES TIMES, AND IT WAS
12 REPORTED THAT THE VICTIM WAS A WOMAN WHO WAS FIVE MONTHS'
13 PREGNANT AND THE WIFE OF A LOS ANGELES POLICE OFFICER, WHICH
14 MADE IT EVEN MORE POIGNANT. SO, IN SUMMARY, WE HAVE A REPORT
15 FOR THE BOARD MEMBERS HERE THAT WILL GIVE YOU EVEN A MORE
16 DEFINITIVE DESCRIPTION OF ALL THE ACTIVITIES THAT THESE C-PASS
17 TEAMS HAVE BEEN INVOLVED IN, AND I THANK YOU FOR THIS. WE KNOW
18 THIS, THAT WE WILL NEVER STOP THE MURDERS A HUNDRED PERCENT.
19 THAT'S OUR GOAL, OBVIOUSLY, BUT WHEN THESE TEAMS HAVE BEEN OUT
20 THERE, THERE HAVE BEEN NO MURDERS IN THE AREAS THAT THESE
21 TEAMS HAVE BEEN DEPLOYED. IRONICALLY, WHEN THEY WEREN'T THERE,
22 WE'VE HAD FOUR MURDERS IN VARIOUS PARTS OF OUR COUNTY WHEN
23 THEY WERE NOT THERE. WE DO BELIEVE THAT COPS COUNT. WE BELIEVE
24 THAT TEAMWORK WITH THE COMMUNITY DEFINITELY COUNTS, BUT IT'S A
25 VERY SUCCESSFUL REPORT HERE TODAY.



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1

2 **SUP. KNABE, CHAIR:** THANK YOU. ARE THERE ANY OTHER QUESTIONS?

3 YES, MR. ANTONOVICH.

4

5 **SUP. ANTONOVICH:** SHERIFF, WHEN WE HAD THAT TRAGIC KILLING IN
6 BURBANK OF THE BURBANK POLICE OFFICER TWO MONTHS AGO, THERE
7 WAS A COORDINATED EFFORT THAT WORKED EFFECTIVELY TO BREAK THE
8 BACK OF THE GANG THAT TERRORIZED THAT AREA OF THE COMMUNITY IN
9 THE SUNLAND, TUJUNGA, SUN VALLEY AREA. WHY DID IT TAKE THE,
10 YOU KNOW, THE KILLING OF THAT OFFICER IN ORDER TO HAVE ALL OF
11 THE RESOURCES TO FOCUS ON THAT GANG AND THOSE MEMBERS TO BREAK
12 IT UP SUCCESSFULLY? WHY CAN'T THAT BE AN ONGOING --

13

14 **SHERIFF LEE BACA:** IN FACT, IN FACT, IT IS, SUPERVISOR. ALL OF
15 THE ELEMENTS THAT WENT INTO THE SUCCESSFUL APPREHENSION OF THE
16 SUSPECT ALL THE WAY DOWN TO TIJUANA, WHERE HE WAS EVENTUALLY
17 CAUGHT, WERE THE RESULT OF THIS VERY SYSTEM THAT SUPERVISOR
18 BURKE IS PROPOSING HERE. THAT WE HAVE THE COUNTY-WIDE TASK
19 FORCES MADE UP OF PEOPLE FROM THE VARIOUS POLICE DEPARTMENTS,
20 OF COURSE, THE SHERIFFS AND THE L.A.P.D. CAPTAIN AMICO HERE
21 COULD PROBABLY BE A LITTLE MORE SPECIFIC THAN I AS TO ALL THE
22 ADVANCE WORK THAT WE'VE ALREADY DONE, ALL THE INFORMATION-
23 SHARING THAT WE DO. THE TECHNOLOGY PIECE THAT'S BEFORE YOU
24 WILL ONLY GIVE US MORE EFFICIENCY IN SHARING WHAT WE KNOW, BUT
25 WE DEFINITELY HAVE OUR FINGER ON THE MAJOR PLAYERS OF THE



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1 MAJOR GANGS THROUGHOUT THIS COUNTY. OF COURSE, SADLY, YOU MAY
2 KNOW WHO THEY ARE BUT, UNTIL THEY COMMIT A CRIME, THEY STILL
3 HAVE A LOT OF LATITUDE IN DOING WHAT THEY'RE DOING UNTIL THEY
4 COMMIT A CRIME SUCH AS KILLING A POLICE OFFICER. THAT'S WHY
5 INTELLIGENCE, AS SUPERVISOR BURKE BROUGHT FORTH, IS A KEY
6 ELEMENT IN GETTING AHEAD OF THIS AND, WHEN WE GET THE RIGHT
7 INTELLIGENCE, IN THIS CASE, THE OFFICER WAS KILLED
8 SPONTANEOUSLY ON A CAR STOP, SO WE HAD NO FOREWARNING BUT, HAD
9 THERE BEEN SOME FOREWARNING, THEN WE WOULD HAVE BEEN BETTER
10 PREPARED TO EVEN DEAL WITH THESE TWO INDIVIDUALS THAT WERE
11 INVOLVED IN THE KILLING OF THE OFFICER.

12

13 **SUP. KNABE, CHAIR:** QUESTIONS? IF NOT, WE HAVE TWO MEMBERS OF
14 THE PUBLIC. IF WE HAVE NO MORE QUESTIONS FOR THE SHERIFF, WE
15 CAN --

16

17 **SUP. MOLINA:** I ONLY WOULD LIKE TO ADD TO THE MOTION OF MS.
18 BURKE, BECAUSE I WOULD LIKE A REPORT AS TO EXACTLY WHAT THE
19 COMPUTER DOES, SINCE I HAVEN'T GOTTEN THAT, AND HOW IT'S GOING
20 TO BE UTILIZED.

21

22 **PETER AMICO:** MY NAME IS PETE AMICO, I'M THE CAPTAIN OF SAFE
23 STREETS BUREAU AND I CAN EXPLAIN THE L.A. REGIONAL GANG
24 INFORMATION NETWORK -- THE COMPUTER

25



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1 **SUP. MOLINA:** I KNOW. I'D LIKE TO KNOW, I WOULD LIKE YOU TO
2 WRITE ME A REPORT AS TO HOW IT IS GOING TO BE -- WHAT IT DOES
3 AND HOW IT'S GOING TO BE UTILIZED BECAUSE, RIGHT NOW, WHEN WE
4 KNOW OF GANG INCIDENTS, LIKE RIGHT NOW, WE HAVE THAT KILLING
5 OF THAT YOUNG WOMAN IN EAST L.A. THAT SAN BERNARDINO IS
6 INVESTIGATING, YOU KNOW EVERY SINGLE GANG MEMBER, AND THEY
7 DON'T DO ANYTHING ABOUT IT. WE KNOW WHERE THEY LIVE, WE KNOW
8 WHERE THEY WALK, WE KNOW WHERE THEY STAND, WE KNOW WHERE
9 THEY'RE AT, AND WE CAN'T GET TO A CONCLUSION. SO I'M
10 INTERESTED IN FINDING OUT WHAT THIS REPORT. SO NOW YOU HAVE A
11 DATABANK. SO WHAT? WHAT DO YOU DO WITH IT? THAT'S WHAT I WANT
12 TO KNOW. SO IF YOU'LL JUST WRITE ME A REPORT, I'M NOT
13 OBJECTING TO THE MOTION, I DON'T HAVE A PROBLEM WITH IT, BUT
14 I'D LIKE TO KNOW WHAT IT'S SUPPOSED TO BECAUSE, IF I'M GOING
15 TO SPEND THIS MONEY, I WANT TO KNOW WHAT TO HOLD ACCOUNTABLE.
16 WHAT IS THE OUTCOME THAT I'M SUPPOSED TO RECEIVE OTHER THAN
17 HAVING A LIST? THAT'S WHAT I WANT TO KNOW.

18

19 **PETER AMICO:** DO YOU WANT ANY EXPLANATION TODAY IN ADDITION TO
20 THE WRITTEN REPORT OR JUST WAIT FOR THE WRITTEN REPORT?

21

22 **SUP. MOLINA:** WAIT FOR THE REPORT

23

24 **PETER AMICO:** OKAY.

25



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1 **SUP. KNABE, CHAIR:** OKAY. THANK YOU, SHERIFF. THANK YOU. WE
2 HAVE TWO MEMBERS OF THE --

3

4 **SUP. BURKE:** SHERIFF, PERHAPS IN -- NEXT WEEK OR AS SOON AS
5 POSSIBLE, I'D LIKE TO GET SOME INFORMATION ABOUT THE FATALITY
6 YESTERDAY AT THE CENTRAL JAIL.

7

8 **SHERIFF LEE BACA:** YES, YES, INDEED.

9

10 **SUP. BURKE:** AND I GATHER IT WAS, WHAT, 200 PEOPLE INVOLVED OR
11 ...?

12

13 **SHERIFF LEE BACA:** WELL, I THINK THERE WERE 200 PEOPLE IN THE
14 DORMITORY, BUT HOW MANY ARE INVOLVED, I CAN'T TELL YOU AT THIS
15 POINT.

16

17 **SUP. BURKE:** AND WHETHER IT WAS RACIALLY MOTIVATED AND WHAT THE
18 DYNAMICS ARE.

19

20 **SHERIFF LEE BACA:** YES, WE WILL GET YOU THAT REPORT.

21

22 **SUP. BURKE:** THANK YOU.

23



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1 **SUP. KNABE, CHAIR:** THANK YOU. YOU CAN GET THAT TO ALL OF US.
2 THANK YOU. THERE ARE TWO MEMBERS OF THE PUBLIC THAT SIGNED UP
3 UNDER ITEM S-1, WARREN WILLIAMS AND TUT HAYES.

4
5 **SUP. BURKE:** WAS THAT ON THIS ITEM?

6
7 **SUP. KNABE, CHAIR:** S-1, YEAH. GO AHEAD.

8
9 **WARREN WILLIAMS:** MY NAME IS WARREN WILLIAMS, AND I'M SPEAKING
10 FOR THE MANY PEOPLE WHO HAVE BEEN AFFECTED BY THE GANGS
11 THROUGHOUT -- BY THE FAILURES OF THE DEPARTMENT OF CHILDREN
12 AND FAMILY SERVICE AND BY THE ERRORS OF THIS BOARD AS WELL AND
13 ITS CONSTANT APPROVAL OF SO MANY AGENDA ITEMS -- THAT IT'S
14 BEEN A WASTE OF MONEY, A MISAPPROPRIATION OF FUNDS. ITEM 9 IS
15 RELATED TO THIS BECAUSE THE MEMBERS OF THE PUBLIC HAVE A
16 RIGHT, BY THE BROWN ACT, TO SPEAK ON LIMITED ITEMS. MANY OF
17 THE PUBLIC DO NOT COME BECAUSE OF THE APATHY THAT THE DRUGS,
18 THE GUNS THAT CONTINUE TO COME INTO THE NEIGHBORHOOD ARE NOT
19 THINGS THAT WE HAVE CREATED IN OUR NEIGHBORHOOD. THE LABEL OF
20 A GANG MEMBER, WHAT IS A GANG MEMBER? THOSE PEOPLE, THOSE
21 CHILDREN, THOSE ADULTS ARE INDIVIDUALS. MANY OF THEM HAVE BEEN
22 DEPRIVED OF HOUSING, DEPRIVED OF JOBS, DEPRIVED OF QUALITY
23 EDUCATION AND OPPORTUNITIES, WHILE OTHER PEOPLE WHO MAKE A LOT
24 OF MONEY CONTINUE TO STIGMATIZE THE PEOPLE OVER AND OVER. FOR
25 YEARS, I ADVOCATED FOR A LOT OF CHANGES, AND SUCH THINGS AS



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1 DRUG-FREE ZONES DID WORK. GOING TO SCHOOLS AND COMPARING
2 MANUAL ARTS HIGH SCHOOL, REDONDO BEACH HIGH SCHOOL, SHOWS WHAT
3 MANY OF THE PROBLEMS ARE. IF PEOPLE ARE FORCED INSIDE OF
4 ENVIRONMENTS THAT THEY HAVE TO LASH OUT TO SURVIVE, TO EXPRESS
5 THEMSELVES BECAUSE THERE'S A LACK OF RECREATIONAL ACTIVITIES,
6 THE SMALL PARK FACILITIES, AND YOU PUT 10 PEOPLE INSIDE AND
7 THAT TAKES CARE OF A COMMUNITY THAT HAVE THOUSANDS AND
8 THOUSANDS OF PEOPLE, WHAT ARE WE FUNDING? AND, THEN, FOR THE
9 SHERIFF WHO HAS TO BE BEHIND GUY MOTTO, WHO WAS CONVICTED 10
10 YEARS AGO OF DOING POLICE BRUTALITY ON A BLACK MAN, THIS IS
11 THE MESSAGE THEY'RE COMMUNICATING? I BELIEVE THAT THAT SOUNDS
12 LIKE A GANG TO ME, THAT THE SHERIFF'S DEPARTMENT IS A GANG,
13 AND THAT- THAT GANG IS GETTING FUNDED IN ORDER TO STIGMATIZE A
14 LOT OF OTHER PEOPLE, WHILE A LOT OF PEOPLE COMING TO OUR
15 NEIGHBORHOODS SAYING THEY'RE PROVIDING SECURITY, TAKING BIG
16 SALARIES AND LEAVING OUR COMMUNITY. IF WE'RE GOING TO RESOLVE
17 THESE ISSUES, THE FIRST THING WE HAVE TO DO, SINCE WE DUMPED
18 AFFIRMATIVE ACTION, IS ALSO DUMP THE RACISM AND DUMP THE
19 CAUSES OF THE PROBLEM, THE ROOT CAUSES OF THESE PROBLEMS. IF
20 YOU IGNORE A CHILD, IN MANY SITUATIONS, ACCORDING TO BEHAVIOR
21 MODIFICATION, THEN THE CHILD'S BEHAVIOR WOULD CHANGE. IF WE
22 STOP LABELING A LOT OF THESE PEOPLE AND TREATING THEM LIKE
23 GANG MEMBERS AND TREAT THEM WITH RESPECT AND DIGNITY, WE'LL
24 QUICKLY REALIZE THAT THEY WILL BE HUMAN BEINGS. RECENTLY, I
25 JUST SAW ON A T.V. SHOW OF A BAKERY THAT WOULD END UP PUTTING



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1 SOME OF THE CAKE AND ICE CREAM AND THEY SHOW HOW TO TAKE
2 HOMELESS PEOPLE AND CHANGE THOSE PEOPLE'S LIVES AND PROVE THAT
3 PEOPLE IN DISADVANTAGED CONDITIONS ARE NO DIFFERENT THAN
4 ANYONE ELSE, LIKE THE MOVIE OF "TRADING PLACES." I OBJECT.
5 THEY SHOULD NOT BE FUNDED. INSTEAD, THESE FUNDS OF THE
6 <INAUDIBLE> NEED TO GO TO MEET HUMAN NEEDS.

7

8 **SUP. KNABE, CHAIR:** THANK YOU.

9

10 **TUT HAYES:** I CAN TELL YOU ABOUT THE FUNDING. WHEN KEITH
11 WILLIAM RATEN APPEARED AT FAMED CHURCH, REVEREND CHIP MURRAY'S
12 CHURCH, HE WAS BLINDSIDED. HE HAD FATHER DOYLE, HE HAD SOME
13 GANG INTERVENTION MEMBERS, THINGS LIKE THAT, ON THE STAGE. BUT
14 ON THAT STAGE CONFRONTING THE CHIEF WAS NOT ONE SOLITARY
15 VICTIM OF VIOLENCE, NOT A MOTHER, NOT A PARENT, NOT A FAMILY
16 MEMBER. THE BLACK COMMUNITY IS BIPOLAR. WHAT THAT MEANS,
17 THEY'RE MANIC DEPRESSIVE. THEY CIRCULATE PETITIONS TO STOP
18 THREE STRIKES AND THEY GO TO HOMES THAT ARE BARRED UP. THE
19 PRISONERS BELONG BEHIND BARS, NOT THE PEOPLE IN THE COMMUNITY.
20 WE HAVE POOR RHETORIC TO DECIDE BUYING WHAT IT IS WE WANT TO
21 DO. WE SAY STOP THE VIOLENT -- VIOLENCE, BUT NOT STOP THE
22 VIOLENT. WE SAY STOP THE KILLING, BUT NEVER SAY STOP THE
23 KILLERS. I WOULD RECOMMEND THAT WE LOOK INTO THE FACT THAT
24 THERE'S AN ACCOMMODATION FOR VIOLENCE AND MURDER IN THE
25 CULTURAL MINDSET OF MANY PEOPLE IN THE BLACK COMMUNITY THAT



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1 HAS TO BE ADDRESSED. WE NEED CULTURAL ANTHROPOLOGISTS TO COME
2 IN AND TRY TO DETERMINE WHY IT IS THIS KIND OF HORRENDOUS
3 KILLING AND TERROR CAN BE ACCOMMODATED BY AN ENTIRE COMMUNITY.
4 OF COURSE, THE SHERIFF SHOULD GET THE MONEY TO DO WHAT HE'S
5 DOING BUT IT WON'T BE EFFECTIVE, I'M PRETTY CERTAIN OF THAT,
6 BUT THAT'S ALL YOU CAN DO. PUT MORE MONEY AT THE PROBLEM, AND
7 THAT'S WHAT MAY BE HAPPENING. ALTHOUGH I'M CERTAIN THAT THE
8 CALIBER OF PEOPLE WITHIN THE SHERIFF'S DEPARTMENT WILL FIND
9 SOME WAY TO TRY TO MAKE IT AS EFFECTIVE AS POSSIBLE, WHAT YOU
10 HAVE TO ADDRESS YOUR ATTENTION TO IS THE FACT THAT THERE'S A
11 COMMUNITY THAT WILL HARBOR CRIMINALS, RETAIN THEIR NAMES,
12 RETAIN THEIR IDENTITIES, AND YOU CAN NEVER, EVER FIND OUT HOW
13 IT CAN POSSIBLY CAPTURE THESE VILLAINS AND THESE MURDERERS AND
14 PUT THEM BEHIND BARS. SO I AM THE PERSON WHO REPRESENTS
15 HOMELESS PEOPLE, AND MANY EX-CONS, MANY PEOPLE WHO CIRCULATE
16 RECIDIVISTS THROUGHOUT PRISONS, ARE MY RESPONSIBILITY ONCE
17 THEY REACH THE STREETS. IF THREE STRIKES IS MODIFIED AND
18 PEOPLE ARE RELEASED, WHO CAN GUARANTEE THEM, AS THE GENTLEMAN
19 WHO JUST SPOKE SAID, A JOB? SOMETHING WHERE THEY WILL NOT BE
20 BENT ON A CAREER OF CRIME IN ORDER TO MAINTAIN THEMSELVES. I
21 DON'T BELIEVE THAT'S WHY THEY COMMIT CRIMES BUT THAT'S WHAT'S
22 OFTEN SAID. SO THE BIPOLAR, MANIC DEPRESSIVE ATTITUDES OF THE
23 BLACK COMMUNITY HAS TO BE ADDRESSED. YOU HAVE TO FIND SOMEONE
24 WILLING TO STEP FORWARD AND REQUEST FUNDS TO DO THE SURVEY, TO
25 DO PSYCHOLOGICAL REMEDIES NECESSARY TO SEE TO IT THAT NO



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1 LONGER WITH THE BLACK COMMUNITY AT LEAST ACCEPT MURDERERS,
2 KILLERS, AND VIOLENT PEOPLE WITHIN THEIR COMMUNITY. THANK YOU.

3

4 **SUP. KNABE, CHAIR:** THANK YOU. OKAY. THE MOTION IS BEFORE US.
5 MOVED BY SUPERVISOR BURKE, THE CHAIR SECONDS. IF THERE'S NO
6 OBJECTIONS, WITH THE CAVEAT THAT THE REPORT WILL COME BACK TO
7 ALL OF US AS IT RELATES TO THE EXPECTED OUTCOMES OF THE MOTION
8 AS WELL, PLUS THE REPORT. OKAY. WITHOUT OBJECTION, SO ORDERED.

9

10 **SUP. BURKE:** I'LL CALL UP ITEM 46. AND THAT WAS HEARING...

11

12 **SUP. KNABE, CHAIR:** A PUBLIC HEARING. IS THERE ANYONE SIGNED UP
13 TO SPEAK? WE NEED COUNTY COUNSEL TO READ US INTO THE PUBLIC
14 HEARING. MR. PELLMAN?

15

16 **COUNSEL PELLMAN:** MR. CHAIRMAN, THERE ARE NO JURISDICTIONAL
17 QUESTIONS, THERE'S NO STAFF TESTIMONY THAT'S REQUIRED. IT
18 WOULD JUST BE A MATTER OF THE EXECUTIVE OFFICER ANNOUNCING THE
19 ITEM AND DETERMINING WHETHER OR NOT THERE'S ANYBODY PRESENT
20 WHO WISHES TO TESTIFY.

21

22 **SUP. KNABE, CHAIR:** OKAY. THERE'S NO ONE SIGNED UP TO SPEAK ON
23 ITEM 46. YES?

24



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1 **CLERK VARONA-LUKENS:** SO, MR. CHAIRMAN, INTO THE RECORD, WE'RE
2 ADOPTING A RESOLUTION FOR THE CITY OF WALNUT, PROVIDING FOR A
3 SPECIAL TAX MEASURE TO BE PLACED ON APRIL 13, 2004, ELECTION
4 BALLOT, AND INSTRUCTING THE CITY CLERK OF THE CITY OF WALNUT
5 TO TAKE ANY AND ALL STEPS NECESSARY TO PLACE THE MEASURE ON
6 THE CITY'S APRIL 13, 2004, ELECTION BALLOT.

7

8 **SUP. KNABE, CHAIR:** NO ONE'S SIGNED UP. THE CHAIR WOULD MOVE
9 THAT WE CLOSE THE PUBLIC HEARING. THE ITEM IS BEFORE US. MOVED
10 BY SUPERVISOR MOLINA, SECONDED BY SUPERVISOR ANTONOVICH.
11 WITHOUT OBJECTION, SO ORDERED.

12

13 **SUP. BURKE:** I HAVE NOTHING FURTHER. IT'S 11:30. I SUPPOSE YOU
14 WANT TO CALL...

15

16 **SUP. KNABE, CHAIR:** OKAY. BEFORE WE CALL UP SUPERVISOR
17 YAROSLAVSKY, WHO IS NEXT, DO WE WANT TO GET A BRIEF UPDATE ON
18 THE BUDGET BEFORE WE GO INTO THE M.L.K., OR JUST -- WE'LL
19 WAIT, OKAY. ZEV, DO YOU WANT TO MOVE FORWARD ON YOUR
20 ADJOURNMENTS FIRST, AND THEN WE'LL GO TO THE SET ITEM?

21

22 **SUP. YAROSLAVSKY:** THAT'S FINE. I'D LIKE TO ASK TODAY THAT WE
23 ADJOURN IN THE MEMORY OF STUART BUCKHALTER, WHO PASSED AWAY
24 SUDDENLY LAST WEEK. OKAY. HIS PASSING WAS UNTIMELY AND HE WAS
25 REALLY QUITE A LEADER IN THE COMMUNITY AND THE ARTS, THE OTIS



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1 INSTITUTE OF THE ARTS, AMERICAN JEWISH COMMITTEE, AMONG OTHER
2 THINGS, VERY SUCCESSFUL BUSINESSMAN AND A PERSONAL FRIEND OF
3 OURS. SURVIVED BY HIS WIFE, GAYLE, AND OTHER FAMILY MEMBERS.
4 DOROTHY FOREMAN, A LONG-TIME RESIDENT OF OUR DISTRICT, WELL-
5 KNOWN PATRON OF THE ARTS IN THE LOS ANGELES REGION PASSED AWAY
6 AT THE AGE OF 90. SHE WAS A VERY GENEROUS SUPPORTER OF THE LOS
7 ANGELES OPERA AND ITS PREDECESSOR, THE MUSIC CENTER OPERA
8 ASSOCIATION, AS WELL AS A NUMBER OF OTHER PROGRAMS. I ALSO
9 WANT TO JOIN WITH MS. BURKE ON MIMI ROBBINS, CONSTITUENT OF
10 MINE, WHO IS A LONG-TIME RESIDENT OF THE SAN FERNANDO VALLEY
11 AND A LEADER IN THE DEMOCRATIC PARTY IF THE SAN FERNANDO,
12 AMONG OTHER THINGS. IF I COULD I DO THAT JOINTLY WITH HER.
13 ABRAHAM GISSES, A LONG-TIME RESIDENT OF OUR DISTRICT WHO
14 RECENTLY PASSED AWAY SURVIVED BY HIS WIFE, JENYA, TWO SONS,
15 HARRY AND JOE, AND NEPHEW, BEN RESNICK AND OTHER FAMILY
16 MEMBERS. JACOB TENENBLAT, A LONG-TIME CONSTITUENT OF MINE AND
17 FATHER OF ONE OF MY CLOSEST FRIENDS, BILL TENENBLAT, WHO
18 PASSED AWAY AFTER A SHORT ILLNESS LAST WEEK. HE IS SURVIVED BY
19 HIS SON, BILL; HIS DAUGHTER-IN-LAW, ANNA; ANOTHER SON, AND A
20 NUMBER OF GRANDCHILDREN AND FAMILY MEMBERS. DIED AT THE AGE OF
21 88. THOSE ARE MY ADJOURNING MOTIONS.

22

23 **SUP. KNABE, CHAIR:** SO ORDERED. I THINK WE CAN JUST GO AHEAD
24 AND PROCEED THROUGH THE ADJOURNMENTS AND THEN WE WILL MOVE
25 FORWARD ON THE SET ITEM. I'D LIKE TO MOVE TODAY THAT WE



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1 ADJOURN IN MEMORY OF MR. GORDIE LEWIS. GORDIE IS A LONG-TIME
2 SIRIUS RESIDENT, A VERY CLOSE FRIEND OF OUR FAMILY. HE PASSED
3 AWAY ON JANUARY 11TH. GORDIE'S WIFE, BONNIE IS MY APPOINTEE TO
4 THE WOMEN'S COMMISSION. HIS SON, EDDIE, WAS HONORED BY THIS
5 BOARD FOLLOWING HIS PARTICIPATION AS A MEMBER OF THE U.S.A.
6 WORLD CUP TEAM IN KOREA IN 2002. GORDIE IS SURVIVED BY HIS
7 WIFE, BONNIE, CHILDREN: MICHELLE, CHRISTIE, PAM, AND EDDIE. HE
8 WILL BE MISSED BY ALL OF US, HIS FAMILY, AND FRIENDS. ALSO
9 THAT WE ADJOURN IN MEMORY OF KELLY PATRICE MURCHISON BENNETT.
10 KELLY IS A -- WAS A 35-YEAR-OLD MOTHER AND LONG BEACH CITY
11 EMPLOYEE WHO COLLAPSED WHILE AT CITY HALL AND PASSED AWAY
12 SUDDENLY ON JANUARY 7TH. SHE WAS A BEAUTIFUL, BUBBLY, CARING
13 MOTHER AND WIFE. SHE IS THE DAUGHTER OF FORMER LONG BEACH
14 HARBOR COMMISSIONER, GEORGE MURCHISON AND SISTER OF MY FORMER
15 FOURTH DISTRICT DEPUTY, MIKE MURCHISON. SHE WORKED FOR THE
16 CITY FOR 13 YEARS. SHE WILL BE MISSED BY HER FAMILY AND
17 FRIENDS. SHE IS SURVIVED BY HER HUSBAND, TOMMY, AND HER TWO
18 SONS, TYLER AND TANNER. ALSO THAT WE ADJOURN IN MEMORY OF TOM
19 TESONE. HE WAS THE QUEEN MARY EXECUTIVE CHEF. HE PASSED AWAY
20 ON JANUARY 8TH AFTER SUFFERING A MASSIVE HEART ATTACK AT THE
21 AGE OF 45. AND HE HAD JUST CELEBRATED HIS BIRTHDAY THE NIGHT
22 BEFORE. HE IS-- SINCE 1994, HE HAS CREATED SPECTACULAR DINING
23 ABOARD THE HISTORIC QUEEN MARY. AS EXECUTIVE CHEF, HE OVERSAW
24 ALL THREE KITCHENS AT THE QUEEN MARY, AND HIS AWARD-WINNING
25 MENUS EARNED HIM CHEF OF THE YEAR FROM SOUTHERN CALIFORNIA



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1 RESTAURANT OF WRITERS IN 2001. HE'S SURVIVED BY HIS WIFE,
2 MARLENE, SON, JUSTIN, DAUGHTER, VANESSA AND HIS BROTHERS AND
3 PARENTS. ALSO THAT WE ADJOURN IN MEMORY OF MYRON CLAXTON,
4 FORMER MAYOR AND LONG-TIME CITY COUNCILMAN IN THE CITY OF
5 WHITTIER. HE PASSED AWAY RECENTLY. HE WAS 84 YEARS OF AGE. MR.
6 CLAXTON'S DEVOTION TO Y.M.C.A. AND HIS INVOLVEMENT IN THE
7 COMMUNITY WILL BE REMEMBERED THROUGHOUT. HE SERVED ON THE
8 BOARD OF DIRECTORS FOR MANY YEARS AND WAS A CHARTER MEMBER AND
9 PAST PRESIDENT OF THE WHITTIER Y, MENS. AND, AS I SAID, A
10 FORMER MAYOR AND CITY COUNCILMAN. ALSO THAT WE ADJOURN IN
11 MEMORY OF JOHN POOL, AN INDEPENDENT BROADCASTING COMPANY OWNER
12 WHO LAUNCHED CATALINA ISLAND'S FIRST RADIO STATION. HE PASSED
13 AWAY AT THE AGE OF 86 ON CHRISTMAS DAY. HE WAS CERTIFIED AS A
14 RADIO ENGINEER AT THE RCA INSTITUTE. HE STARTED MANY RADIO
15 STATIONS AND SEVERAL T.V. STATIONS. HE IS SURVIVED BY HIS
16 WIFE, OLIVIA, CHILDREN: PETER, JOHN, MARK, CAROLINE, CLAUDIA
17 AND ANGELA, EIGHT GRANDCHILDREN, AND TWO GREAT GRANDCHILDREN.
18 ALSO WE ADJOURN IN MEMORY OF ALLEN WASHINGTON. ALLEN WAS A 25-
19 YEAR EMPLOYEE OF OUR DEPARTMENT OF PUBLIC WORKS WHO WAS DUE TO
20 RETIRE THIS APRIL. PRIOR TO HIS TIME WITH THE COUNTY, HE
21 SERVED FOR 20 YEARS IN THE NAVY. HE IS SURVIVED BY HIS WIFE,
22 ALMAYTHA, AS WELL AS HIS CHILDREN AND GRANDCHILDREN. ALSO THAT
23 WE ADJOURN IN MEMORY OF SERUTH OLM, A SEVENTH GRADER WHO
24 PASSED AWAY UNEXPECTEDLY ON NOVEMBER 30TH. SHE WAS A STRAIGHT
25 A STUDENT IN JOHN MARSHALL MIDDLE SCHOOL IN LONG BEACH AND SHE



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1 WAS KNOWN AS AN ARTIST AND ENJOYED MAKING CARDS FOR HER
2 FRIENDS. SHE'LL BE MISSED BY HER CLASSMATES, TEACHERS,
3 FRIENDS, AND FAMILY. SERUTH IS SURVIVED BY HER PARENTS, HER
4 SISTERS AND BROTHERS AND NIECES AND NEPHEWS. ALSO THAT WE
5 ADJOURN IN MEMORY OF JOSE DELEON, WHO LOST THE BATTLE OF
6 CANCER AT THE AGE OF 73. HE WAS A REDONDO BEACH BUSINESSMAN
7 WHO OWNED A SUCCESSFUL SOUTH BAY TAILOR SHOP FOR SOME 38
8 YEARS. JOSE'S SON, XAVIER, IS A LOS ANGELES COUNTY FIREFIGHTER
9 PARAMEDIC AT STATION NUMBER 16, AND HIS DAUGHTER, SUZANNE, IS
10 AN EMPLOYEE OF THE LOS ANGELES COUNTY SUPERIOR COURT. HE IS
11 SURVIVED BY EIGHT CHILDREN, 26 GRANDCHILDREN, AND TWO GREAT-
12 GRANDCHILDREN AND HIS WIFE. FINALLY, WE ADJOURN IN MEMORY OF
13 MR. BILL ATKINS, A WORLD WAR II VETERAN BUT A RETIRED VICE
14 PRINCIPAL AT THE GREAT WHITNEY HIGH SCHOOL IN CERRITOS. AND HE
15 IS SURVIVED BY HIS WIFE, CAROL, SON, TOM, DAUGHTERS, CAROL
16 ANN, NANCY AND ANDREA, EIGHT GRANDCHILDREN, 10 GREAT
17 GRANDCHILDREN. HE WILL BE MISSED BY HIS FAMILY AND FRIENDS. SO
18 ORDERED. SUPERVISOR ANTONOVICH? DO YOU HAVE ANY ADJOURNMENTS?

19

20 **SUP. ANTONOVICH:** YES. FIRST, I'D LIKE TO MOVE THAT WE ADJOURN
21 IN MEMORY OF ELAINE BEERS GARRETT. SHE WAS A LONG-TIME
22 RESIDENT OF GLENDALE, FORMER SCHOOL BOARD MEMBER WHO PASSED
23 AWAY ON JANUARY 6TH AT THE AGE OF 93. ELAINE WAS A VERY CLOSE
24 FRIEND AND A GOOD SUPPORTER GOING BACK MANY, MANY YEARS WHEN I
25 FIRST RAN FOR THE STATE LEGISLATURE. BETWEEN 1955 AND '67, SHE



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1 SERVED THREE TERMS ON THE GLENDALE UNIFIED SCHOOL DISTRICT,
2 INCLUDING TWO ONE-YEAR TERMS AS THE PRESIDENT. SHE WAS A
3 CHARTERED MEMBER AND TREASURER OF THE WOMEN'S COMMITTEE OF THE
4 GLENDALE SYMPHONY AND PRESIDENT OF THE GLENDALE MEDICAL
5 AUXILIARY. SHE'S SURVIVED BY HER FIVE CHILDREN. JOHN
6 MCALLISTER, WHO IS FROM THE SAN GABRIEL VALLEY, RESIDENT OF
7 CLAREMONT. HE SERVED IN THE UNITED STATES ARMY DURING WORLD
8 WAR II AS A P-51 FIGHTER PILOT AND, AFTER THE WAR, HE JOINED
9 THE LOS ANGELES POLICE DEPARTMENT. FOR 30 YEARS, HE SERVED IN
10 EVERY CAPACITY AND RETIRED AS CHIEF OF STAFF, AREA COMMANDER.
11 HE IS BEST REMEMBERED FOR HIS AUTHORSHIP OF THE COMPLETE
12 REORGANIZATION OF THE POLICE DEPARTMENT FROM A CENTRALIZED
13 FUNCTIONAL BUREAUCRACY TO AN OPERATIONALLY-ORIENTED
14 GEOGRAPHICAL STRUCTURE. HE IS SURVIVED BY HIS WIFE AND THREE
15 CHILDREN. RICHARD EUGENE LASAZERICH, WHO PASSED AWAY AT THE
16 AGE OF 80. HE SERVED IN THE U.S. NAVY DURING WORLD WAR II AND
17 REMAINED ACTIVE IN THE RESERVES UNTIL HE RETIRED IN 1968 AT
18 THE RANK OF CAPTAIN. HE WAS A GENERAL BUILDING PLUMBING
19 CONTRACTOR FOR 45 YEARS WHERE HE SERVED AS PRESIDENT OF THE
20 PLUMBING, HEATING, COOLING CONTRACTORS ASSOCIATION. ALSO, JOHN
21 GRECO, LONG-TIME GLENDALE RESIDENT WHO PASSED AWAY AT THE AGE
22 OF 91 ON JANUARY 2ND. HE IS SURVIVED BY HIS THREE SONS, ONE OF
23 THOSE, BILL, MY CLASSMATE AND FRATERNITY BROTHER FROM COLLEGE.
24 FRANKIE HERBERT, WHO WAS FORMER HEAD CLERK OF THE LOS ANGELES
25 COUNTY SHERIFF'S DEPARTMENT PASSED AWAY ON JANUARY 8TH. BOBBY



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1 KAYS, RETIRED SERGEANT, 34-YEAR VETERAN OF THE LOS ANGELES
2 COUNTY SHERIFF'S DEPARTMENT, PASSED AWAY ON JANUARY 6.
3 MARGARET MARGULIO PASSED AWAY AT THE AGE OF 85. SHE AND HER
4 HUSBAND, PETE, OWNED AND OPERATED A RESTAURANT IN MONTROSE.
5 SHE'S SURVIVED BY HER THREE DAUGHTERS -- THREE CHILDREN AND A
6 SISTER. MARIA PRIETO, MOTHER OF DR. JOSE PRIETO, GRANDMOTHER
7 OF DR. MARIA ROCHART, WHO PASSED AWAY. AND JUDGE JAY WESLEY
8 REED WHO WAS A NAVAL VETERAN OF WORLD WAR II WHERE HE SERVED
9 AS A JUDICIAL OFFICER AND HE BECAME A SUPERIOR COURT
10 COMMISSIONER AND THEN WAS APPOINTED TO THE SUPERIOR COURT. HE
11 WAS LOYAL TO HIS FAMILY AND HIS CHURCH, WHERE HE WAS QUITE
12 ACTIVE IN THE FIRST CHURCH OF THE NAZARENE OF PASADENA.
13 SURVIVED BY HIS WIFE, ELEANOR, AND TWO SONS. SO LOS ANGELES
14 COUNTY SHERIFF'S DEPUTY, DAVID SAMEA, WHO WAS ASSIGNED TO THE
15 LENNOX STATION IN INGLEWOOD, PASSED AWAY ON JANUARY 7TH AT THE
16 AGE OF 46. HE IMMIGRATED TO THE UNITED STATES FROM IRAN DURING
17 THE 1980S, BECAME A DEPUTY WITH OUR COUNTY SHERIFF'S
18 DEPARTMENT IN 1996, AND HE IS SURVIVED BY HIS WIFE, KAREN, AND
19 THEIR TWO YOUNG CHILDREN. AND JUDGE ERNEST ZACH PASSED AWAY AT
20 THE AGE OF 87. FORMERLY, HE WAS SPECIAL AGENT FOR THE F.B.I.
21 AND A CAPTAIN IN UNITED STATES MARINE CORPS DURING WORLD WAR
22 II, AFTER WHICH HE SERVED AS U.S. ATTORNEY AND THEN JUDGE OF
23 THE LOS ANGELES SUPERIOR COURT FROM 1966, APPOINTED BY
24 GOVERNOR REAGAN, TO 1978. HE IS SURVIVED BY HIS WIFE, CAROL,
25 AND THEIR TWO CHILDREN. AND COLONEL GERARD JERRY ZORTHRIAN,



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1 LARGER THAN LIFE PAINTER AND SCULPTOR WHOSE HILLTOP RANCH IN
2 THE ALTADENA COMMUNITY WAS A HOST TO HORDES OF INTELLECTUALS,
3 ARTISTS, AND -- OVER THE PAST HALF CENTURY. HE PASSED AWAY AT
4 THE AGE OF 92 AFTER COMING TO AMERICA AND EARNING HIS MASTER'S
5 AND FINE ARTS DEGREE FROM YALE, HE JOINED THE UNITED STATES
6 ARMY AND PAINTED THE MASSIVE MURAL OF THE MILITARY
7 INTELLIGENCE TRAINING, WHICH HE CONSIDERED TO BE HIS
8 MASTERPIECE. THROUGHOUT HIS YEARS, HE WAS KNOWN FOR HIS LARGE
9 PARTIES THAT INCLUDED ANDY WARHOL, NOBEL PRIZE WINNING
10 PHYSICIST, RICHARD FEYNMAN, CHARLIE PARKER, AND HE WAS ALSO
11 QUITE ACTIVE IN SUPPORTING THE BOY SCOUTS IN THE SAN GABRIEL
12 VALLEY COUNCIL AND A LARGE CONTRIBUTOR TO THE BOY SCOUTS. AND
13 HE IS SURVIVED BY HIS WIFE, DAPHNE, AND FIVE CHILDREN. AND HE
14 WAS STILL RIDING HIS HORSE ON HIS RANCH UP TO THE TIME HE
15 PASSED AWAY AT 92 AND WAS GOING TO BE PARTICIPATING IN OUR
16 NEXT TRAIL RIDE THIS SPRING. A VERY INTERESTING INDIVIDUAL WHO
17 WAS KNOWN THROUGHOUT THE COMMUNITY. HE WAS ONLY 5'2". AND
18 THOSE ARE MY ADJOURNMENTS.

19

20 **SUP. KNABE, CHAIR:** SO ORDERED. SUPERVISOR MOLINA, DO YOU HAVE
21 ANY ADJOURNMENTS?

22

23 **SUP. MOLINA:** YES, I DO, SIR. I HAVE ONE. I'D LIKE TO ASK THAT
24 WE ADJOURN IN THE MEMORY OF ANNA E. ROMERO. SHE'S THE MOTHER
25 OF MR. HERBERT ROMERO. MR. ROMERO IS A COMMUNITY ACTIVIST IN



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1 THE EAST VALINDA AREA AND WORKS WITH A LOT OF THE AT-RISK
2 YOUTH AND FAMILY. WE WANT TO EXTEND OUR DEEPEST CONDOLENCES TO
3 THE FAMILY.

4

5 **SUP. KNABE, CHAIR:** SO ORDERED.

6

7 **SUP. MOLINA:** THAT'S IT.

8

9 **SUP. KNABE, CHAIR:** WE WILL -- THEN WE'LL PROCEED WITH THE SET
10 ITEM SET FOR 11:30. WE'D ASK DR. GARTHWAITE, DR. SATCHER AND
11 OTHERS THAT ARE SCHEDULED TO MAKE THE PRESENTATION TO COME
12 FORWARD, PLEASE. AS THEY MOVE FORWARD, I KNOW THAT WE HAVE
13 SEVERAL MEMBERS OF THE PUBLIC THAT HAVE SIGNED UP TO SPEAK. WE
14 WILL CALL ON THE PUBLIC FOLLOWING THE FORMAL PRESENTATION AND
15 ANY QUESTIONS FROM THE BOARD AND THEN WE'LL ASK THE -- FOR
16 PUBLIC PARTICIPATION.

17

18 **DR. THOMAS GARTHWAITE:** MR. CHAIRMAN, HONORABLE SUPERVISORS...

19

20 **SUP. KNABE, CHAIR:** EITHER GET CLOSER OR TURN THE MIC UP,
21 PLEASE.

22

23 **DR. THOMAS GARTHWAITE:** CAN YOU HEAR ME NOW? HONORABLE
24 SUPERVISORS, MR. CHAIRMAN, I'M HERE WITH DR. DAVID SATCHER,
25 WHO CHAIRED OUR TASK FORCE ON GRADUATE MEDICAL EDUCATION AT



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1 KING DREW MEDICAL CENTER, AND FRED LEAF, CHIEF OPERATING
2 OFFICER, WHO HAS RECENTLY BEEN INVOLVED WITH THE RATHER
3 MASSIVE OPERATIONAL CHANGES AT THE MEDICAL CENTER, TO TALK TO
4 YOU ABOUT WHERE WE ARE AND WHERE THE DEPARTMENT WOULD LIKE TO
5 DO WITH REGARDS TO OUR RELATIONSHIP AND OUR MANAGEMENT OF BOTH
6 THE HOSPITAL AND THE AFFILIATION. I SUBMITTED A REPORT LAST
7 FRIDAY THAT HAS A SERIES OF RECOMMENDATIONS WITH REGARDS TO
8 COUNTY ACTIVITIES, AND I'D JUST LIKE TO ASK IF YOU WOULD LIKE
9 TO DO THAT FIRST OR TALK TO DR. SATCHER ABOUT HIS
10 RECOMMENDATIONS FIRST. DOES THAT MATTER?

11

12 **SUP. KNABE, CHAIR:** I THINK -- WELL, I DON'T KNOW WHAT THE
13 PLEASURE OF THE BOARD IS. IT WOULD PROBABLY BE APPROPRIATE TO
14 HAVE DR. SATCHER GIVE HIS PRESENTATION FIRST, FOLLOWED BY A
15 FOLLOW-UP ON YOUR PARTICULAR REPORT AS OF LAST FRIDAY.

16

17 **DR. THOMAS GARTHWAITE:** THANK YOU.

18

19 **SUP. KNABE, CHAIR:** ANY OBJECTIONS FROM THE... MR. SATCHER,
20 WELCOME.

21

22 **MR. SATCHER:** THANK YOU VERY MUCH. I'LL BE BRIEF BECAUSE I KNOW
23 THAT YOU HAVE SEEN THE TASK FORCE'S REPORT AND I'D BE HAPPY TO
24 RESPOND TO ANY QUESTIONS ABOUT THE TASK FORCE REPORT. I'M
25 PLEASED TO BE WITH YOU AND APPRECIATE THE WORK OF THE BOARD



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1 OVER THE YEARS. AS MOST OF YOU KNOW, I SPENT SEVERAL YEARS IN
2 LOS ANGELES COUNTY AT THE BEGINNING OF MY CAREER, BOTH AT KING
3 DREW AND AT U.C.L.A., SO I OBVIOUSLY HAVE DEEP ROOTS IN THIS
4 COMMUNITY AND, WHEN I WAS ASKED TO CHAIR THIS TASK FORCE, OF
5 COURSE, I COULD NOT SAY NO. AS I HAVE SAID TO TOM AND OTHERS,
6 I WAS -- MY MAIN CONCERN WAS TO DO GOOD AND NOT HARM IN A
7 SITUATION THAT WAS AS DYNAMIC AS THIS SITUATION IS. WE STARTED
8 OUT OUR REPORT BY TRYING TO LOOK AT THE HISTORY OF THE KING
9 DREW MEDICAL CENTER, AND THE UNIQUE ROLE THAT IT'S PLAYED IN
10 HEALTHCARE, NOT ONLY IN THIS COUNTY, BUT IN THE COUNTRY, IN
11 TERMS NOT ONLY OF PROVIDING PATIENT CARE IN MARTIN LUTHER
12 KING, JR. HOSPITAL, BUT ACTUALLY GETTING INVOLVED IN THE
13 COMMUNITY AND TRYING TO IMPROVE COMMUNITY HEALTH. THE
14 DEVELOPMENT OF A MAGNET SCHOOL TO TRY TO GET UNDERREPRESENTED
15 MINORITY STUDENTS INTERESTED IN HEALTH AND SCIENCE EARLY AND
16 THEN DEVELOPING PATHWAYS ALL THE WAY INTO CAREERS OF MEDICINE.
17 THE DEVELOPMENT OF THE RELATIONSHIP WITH U.C.L.A., WHICH I HAD
18 THE OPPORTUNITY TO HEAD IN 1977/78, WHEN I SERVED AS INTERIM
19 DEAN WORKING WITH DR. MELLEKNOPF AT U.C.L.A. AND DEVELOPING A
20 PROPOSAL. I WENT TO THE BOARD OF REGENTS FOR THE COOPERATIVE
21 UNDERGRADUATE MEDICAL EDUCATION PROGRAM. SO WE FELT THAT,
22 GIVEN THE HISTORY AND THE UNIQUE MISSION AND CONTRIBUTION OF
23 THIS INSTITUTION, IT WAS IMPORTANT TO KEEP THAT IN MIND
24 WHATEVER WE TALKED ABOUT. WE ALSO MADE IT VERY CLEAR THAT WE
25 FELT THAT THE SITUATION WAS CRITICAL, THAT WAS NOT NEW TO US



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1 AND THERE HAVE BEEN SEVERAL REPORTS OF PROBLEMS WITH RESIDENTS
2 IN TRAINING PROGRAMS, DESIGNATION OF THE UNFAVORABLE STATUS
3 ABOUT A.C.G.M.E., SO WE WERE LOOKING AT THE SAME INFORMATION
4 THAT OTHERS HAD LOOKED AT IN SAYING THAT THERE NEEDED TO BE
5 SOME MAJOR CHANGES AT THE INSTITUTION. WE STARTED WITH THE
6 PARTNERSHIP AND TRIED TO POINT OUT THAT THERE WERE SOME
7 SERIOUS PROBLEMS WITH THE WORKING RELATIONSHIPS BETWEEN DREW
8 AND THE COUNTY IN TERMS OF ACCOUNTABILITY ESPECIALLY, AND SO
9 WE MET WITH THE LEADERSHIP IN THE COUNTY AND AT DREW TO TALK
10 ABOUT THE NEED TO MAKE A COMMITMENT TO MAJOR OVERHAUL IN TERMS
11 OF MANAGEMENT AND IN TERMS OF THIS PARTNERSHIP. WE WERE
12 PLEASED WITH THE RESPONSE OF THE COUNTY AND THE CHANGES THAT
13 WERE -- THE KIND OF COMMITMENTS THAT WERE MADE TO CHANGE AT
14 MARTIN LUTHER KING HOSPITAL. CHANGE IN LEADERSHIP, CHANGE IN
15 PROCESSES. WE MADE IT VERY CLEAR THAT WE WERE CONCERNED THAT
16 DREW WAS NOT RESPONDING TO THE SITUATION WITH THE SAME SENSE
17 OF URGENCY, AND THAT'S WHY OUR REPORT IS SORT OF TARGETED, TO
18 A GREAT EXTENT, AT THE LEADERSHIP AT DREW BECAUSE WE FELT IT
19 WAS REALLY CRITICAL THAT DREW DEAL WITH THE NEED FOR
20 LEADERSHIP IN THIS PARTICULAR SITUATION, BOTH AT THE LEVEL OF
21 THE PRESIDENCY AND AT THE BOARD, NEED TO REALLY -- THE NEED TO
22 REALLY REFORM THE BOARD SO THAT THE BOARD CAN HOLD LEADERSHIP
23 ACCOUNTABLE AND RESPOND APPROPRIATELY TO THESE CHALLENGES AND
24 OPPORTUNITIES. SO THAT'S SORT OF THE THRUST OF THE REPORT. WE
25 DEAL WITH SPECIFIC THINGS IN TERMS OF THE PARTNERSHIP, THE



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1 RESIDENCY PROGRAM, FACULTY PRACTICE, AND WE DID, IN FACT, DO
2 SOMETHING THAT NONE OF US ENJOY DOING IN TERMS OF RECOMMENDING
3 OR CHANGING LEADERSHIP AT DREW AND REFORMING THE BOARD OF
4 TRUSTEES TO HAVE A BOARD THAT CAN ACTUALLY TAKE ADVANTAGE OF
5 OPPORTUNITIES, BUT DEAL WITH THREATS TO THE LONG-TERM
6 VIABILITY OF DREW FINANCIALLY AND ACADEMICALLY. WE SAW THE
7 SAME PROBLEMS THAT YOU'VE SEEN, TO A GREAT EXTENT, THE SAME
8 PROBLEMS THAT HAVE BEEN DESCRIBED BY RESIDENTS OR REVIEW
9 COMMITTEES AND THEIR ACCREDITING BODIES, BUT WE ALSO SAW WHAT
10 WE THOUGHT WAS A TREMENDOUS OPPORTUNITY. AND WHEN I SAY "WE,"
11 WE WERE LOOKING AT IT FROM THE STANDPOINT OF PEOPLE WHO HAVE
12 BEEN INVOLVED FOR MANY YEARS IN PATIENT CARE FOR UNDERSERVED
13 POPULATIONS IN ACADEMIC MEDICINE BUT ALSO IN HEALTHCARE FROM A
14 NATIONAL PERSPECTIVE. I SERVED SEVERAL YEARS AS A DIRECTOR OF
15 C.D.C. AND THEN, OF COURSE, FOUR YEARS AS SURGEON GENERAL AND
16 ASSISTANT SECRETARY FOR HEALTH. DR. SUMAYA, WHO WAS ON THE
17 COMMITTEE, HID AT HRSA FOR FOUR YEARS BEFORE LEAVING
18 GOVERNMENT TO BECOME THE DEAN OF THE SCHOOL OF PUBLIC HEALTH
19 AT TEXAS A AND M. DR. ELENA RIOS, WHO HEADS THE HISPANIC
20 PHYSICIAN ASSOCIATION IN THE COUNTRY, AGREED TO SERVE ON THE
21 TASK FORCE. LEADERSHIP IN TERMS OF HOSPITAL MANAGEMENT, MR.
22 CHET VEAL AND, WITHIN LOS ANGELES COUNTY, OF COURSE, WE
23 THOUGHT IT WAS IMPORTANT THAT DR. GARTHWAITE SERVE ON THE TASK
24 FORCE, BUT ALSO THAT THE LEADERSHIP OF DREW, DR. KARA JORDAN
25 HARRIS, TO CHAIR THE BOARD AT DREW, ALSO SERVE. A RESIDENT WHO



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1 REPRESENTED YOUNG PEOPLE WHO HAVE BEEN AFFECTED ADVERSELY BY
2 THIS SEVERELY, AND WE HAD SERIOUS CONCERNS ABOUT THE
3 EXPERIENCE THE RESIDENTS HAVE HAD, SO WE HAD DR. ANTHONY
4 CHARLES, RESIDENT IN SURGERY TO SERVE WITH US. WE HAD
5 COMMUNITY LEADERSHIP IN MRS. MOBLEY. SO I THINK IT WAS FROM
6 THAT PERSPECTIVE THAT THE TASK FORCE DECIDED THAT THERE ARE
7 MAJOR PROBLEMS THAT NEED TO BE RESOLVED AND WE FELT CAN BE
8 RESOLVED, BUT WE ALSO FELT THAT THERE WERE MAJOR
9 OPPORTUNITIES. AND WE DEFINE THE OPPORTUNITY IN THE CONTEXT OF
10 AN INSTITUTION WHICH SORT OF GREW OUT OF THE WATTS RIOTS AND
11 THE MCCONE COMMISSION AND, IN RESPONSE TO THAT, THE
12 OPPORTUNITY TO START A HOSPITAL AND A MEDICAL SCHOOL, BUT ALSO
13 AN INSTITUTION THAT OPERATES IN A COMMUNITY THAT HAS CHANGED
14 DRAMATICALLY OVER THE LAST 20 TO 30 YEARS. FROM A COMMUNITY
15 THAT WAS, WHEN I WAS THERE, 80% AFRICAN AMERICAN AND I THINK
16 13% HISPANIC, IN THOSE EARLY PROPOSALS THAT I WROTE, TO TODAY
17 A COMMUNITY THAT IS WELL OVER 60% HISPANIC AND PROBABLY ABOUT
18 20% AFRICAN AMERICAN. AMERICA HAS EXPERIENCED MAJOR CHANGES IN
19 POPULATION. I DON'T THINK THERE'S ANYWHERE IN THE COUNTRY
20 WHERE THAT CHANGE HAS BEEN MORE DRAMATIC THAN IN LOS ANGELES
21 COUNTY. AND OBVIOUSLY THIS IS A MAJOR CHALLENGE, BUT WE ALSO
22 SAW IT AS A MAJOR OPPORTUNITY AND, THEREFORE, WE RECOMMENDED A
23 COMMITMENT TO DEVELOP A CENTER OF EXCELLENCE ON MULTICULTURAL
24 HEALTH TO BRING ALL OF THE RESOURCES OF THIS COUNTY TO BEAR ON
25 A MAJOR SHIFT IN POPULATION BUT CHANGES IN CULTURAL OR



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1 OPPORTUNITIES TO REALLY DEVELOP MODELS OF CULTURAL COMPETENCY,
2 RESEARCH IN PUBLIC HEALTH AND MEDICINE TO RESPOND TO THOSE
3 NEEDS, WHETHER IT'S A FEAR OF WHAT'S HAPPENING TO YOUNG
4 HISPANIC CHILDREN IN TERMS OF RISK FOR DIABETES OR OTHER MAJOR
5 HEALTH PROBLEMS THAT WE SEE EVOLVING OVER THE NEXT YEAR
6 RELATED TO OBESITY, INCLUDING CARDIOVASCULAR DISEASE AND
7 CANCER FOR, ESPECIALLY FOR BOTH HISPANICS AND AFRICAN
8 AMERICANS. SO WE SAW IT AS A PLACE WHERE WE, LOCALLY AND
9 NATIONALLY, HAD AN OPPORTUNITY TO FOCUS ON A COMMUNITY THAT
10 HAS CHANGED RAPIDLY BUT, IF THE APPROPRIATE RESPONSE WAS MADE,
11 THE OPPORTUNITY TO DO SOMETHING SPECIAL IN TERMS OF HEALTHCARE
12 IN THIS COUNTRY. BE HAPPY TO RESPOND TO ANY QUESTIONS OR
13 COMMENTS.

14

15 **SUP. KNABE, CHAIR:** ARE THERE ANY QUESTIONS OF THIS? YES,
16 GLORIA?

17

18 **SUP. MOLINA:** DR. SATCHER, FIRST OF ALL, WE APPRECIATE YOUR
19 INVOLVEMENT IN THIS AND APPRECIATE YOUR RECOMMENDATIONS TO US.
20 IN ORDER TO TRULY APPRECIATE ALL ASPECTS OF IT, I THINK THAT
21 IT'S NOT A MATTER OF -- THERE'S A LOT OF BLAME TO GO AROUND AT
22 ALL LEVELS, BUT I GUESS THAT ONE OF MY CONCERNS IS, IS THAT,
23 WHEN YOU WERE OPERATING AT A LEVEL LIKE THIS WITH DOCTORS AND
24 MANAGERS AND THERE'S NO DOUBT THAT EVERYBODY'S GOING TO CLAIM
25 YOU ALWAYS NEED MORE RESOURCES, BUT WHEN YOU LOOK AT SOME OF



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1 THE THINGS THAT FELL APART, SOME OF THEM ARE SO VERY BASIC
2 THAT IT'S VERY TROUBLING TO ME TO UNDERSTAND THAT, WHEN YOU'RE
3 SUPPOSED TO ENTRUST PARTICULARLY PHYSICIANS, PHYSICIANS WHO
4 YOU ASSUME HAVE A RESPONSIBILITY NOT ONLY FOR PATIENT CARE BUT
5 FOR THE QUALITY OF THE STAFF THAT ARE RELATED TO THE PATIENT
6 CARE, THAT THERE WAS SUCH A SILENCE, SUCH A SILENCE, AND
7 THAT'S WHAT BOTHERS ME BECAUSE I'M TRYING TO UNDERSTAND THAT,
8 AS WE MOVE FORWARD IN TRYING TO MAKE CORRECTIONS AND TRYING TO
9 FIND A WAY THAT WE'RE GOING TO CONTINUE THIS FACILITY AT THE
10 LEVEL OF TRAUMA AS WELL AS TRAINING, AS TO WHAT LEVEL OF TRUST
11 I'M SUPPOSED TO HAVE WITH PHYSICIANS WHO ARE ALMOST AT A
12 HIGHER LEVEL OF STATUS THAN ANYONE ELSE. BECAUSE IT'S LIKE YOU
13 ENTRUST, WHEN YOU -- WHEN A PATIENT GOES IN, YOU ENTRUST THEM
14 INTO THE HANDS OF A DOCTOR, YOU DON'T QUESTION, FOR THE MOST
15 PART, A DOCTOR, THOSE KINDS OF THINGS. BUT COULD YOU TELL ME
16 WHY THERE WAS SUCH A CULTURE OF OR WHY THERE WAS SUCH A HUSH
17 ABOUT SOME OF THE SEVERITY OF NOT ONLY PATIENT CARE, PATIENT
18 RECORDS, BASICS OF UNCLEANLINESS AT THE FACILITY, BASICS ABOUT
19 THE STAFF THAT TOOK CARE OF PATIENTS. SO IF YOU COULD
20 ENLIGHTEN ME, I'D APPRECIATE IT.

21

22 **DR. SATCHER:** WELL, I CERTAINLY APPRECIATE THE QUESTION AND I
23 THINK IT'S A VALID QUESTION. THERE WERE TWO COMPONENTS TO
24 THIS, AS YOU WELL KNOW. AND, IF YOU READ ANY OF THE RESIDENCY
25 REVIEW COMMITTEE REPORTS OR THE A.C.G.M.E., THERE'S A FOCUS ON



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1 THE ENVIRONMENT IN WHICH RESIDENTIAL TRAINING TAKES PLACE AND
2 A MAJOR COMPONENT OF THE ENVIRONMENT IS WHAT KIND OF QUALITY
3 OF PATIENT CARE IS GOING ON. AND THEY ALSO TALK ABOUT THE
4 THINGS LIKE MEDICAL RECORDS, PATIENT TRANSPORTATION, ALL OF --
5 AND CLEANLINESS, ALL OF THE THINGS THAT CONSTITUTE THE
6 ENVIRONMENT. AND IN THIS PARTNERSHIP, OF COURSE, THE COUNTY IS
7 VIEWED AS RESPONSIBLE FOR THE ENVIRONMENT, AND DREW IS VIEWED
8 AS BEING RESPONSIBLE FOR THE QUALITY OF THE OVERSIGHT OF
9 RESIDENCY TRAINING BUT YOU CAN'T OVERSEE RESIDENCY TRAINING
10 WITHOUT OVERSEEING THE QUALITY OF CARE THE PATIENT IS
11 RECEIVING. SO THIS I A TRUE PARTNERSHIP AND WE TRIED TO POINT
12 OUT THAT THERE HAVE BEEN ACCOUNTABILITY PROBLEMS AND I THINK
13 THE MAJOR COMPONENT OF THAT IS HOW DOES THIS PARTNERSHIP WORK?
14 HOW DO PEOPLE WORK TOGETHER TO MAKE SURE THAT THINGS HAPPEN?
15 PHYSICIANS NEED OVERSIGHT JUST AS EVERYBODY ELSE DOES,
16 PHYSICIANS -- ESPECIALLY WHEN THERE ARE COMPETING MOTIVATIONS.
17 PHYSICIANS STRUGGLE TO MAKE A LIVING AND THAT CAN BE DIFFICULT
18 SOMETIMES IN AN AREA WHERE THE OVERWHELMING MAJORITY OF THE
19 PATIENTS ARE POOR. PRIVATE PRACTICE DOES NOT THRIVE IN POOR
20 COMMUNITIES. SO I THINK PART OF WHAT WE'VE SEEN IS THAT
21 PHYSICIANS HAVING AN OBLIGATION IN ONE SETTING, BUT ALSO OFTEN
22 GOING OUTSIDE OF THAT SETTING TO DO PRIVATE PRACTICE, AND
23 SOMETIMES NOT BEING RESPONSIBLE FOR THEIR ROLE IN THAT
24 SETTING. THAT'S A LEADERSHIP PROBLEM. THERE'S NO WAY THAT THAT
25 SHOULD BE ALLOWED TO HAPPEN, BUT IT REQUIRES VERY STRONG



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1 LEADERSHIP, BUT IT ALSO REQUIRES A PARTNERSHIP, BECAUSE WHAT
2 WE'VE SEEN AND WHAT WE SAW IN THIS SITUATION WAS THAT PEOPLE
3 PLAYED OFF THE TWO ENTITIES AGAINST EACH OTHER. AND DREW
4 COMPLAINED THAT THEY WOULD TRY TO MAKE A DECISION ABOUT A
5 DEPARTMENT HEAD BUT IT WAS NOT ALWAYS EASY TO CHANGE
6 LEADERSHIP IN TERMS OF GETTING COOPERATION FROM THE COUNTY.
7 NOW U.C.L.A. AND U.S.C. BOTH SAID THAT THEY HADN'T HAD THE
8 SAME KIND OF PROBLEM BUT THEY HAD A BETTER RELATIONSHIP WITH
9 THE COUNTY. WE DIDN'T UNDERSTAND ALL OF THAT BUT I THINK WE
10 TRIED TO MAKE IT VERY CLEAR THAT A PART OF THIS SOLUTION IS A
11 PARTNERSHIP. BUT YOU'RE ABSOLUTELY RIGHT. THE ACCOUNTABILITY
12 OF PHYSICIANS FOR THE QUALITY OF PATIENT CARE AND FOR THE
13 OVERSIGHT OF RESIDENCY TRAINING AND MEDICAL STUDENT TRAINING
14 IS ONE THAT CANNOT BE COMPROMISED. AND, IN THIS SITUATION, I
15 THINK IT WAS. AND THAT'S WHY WE BEGAN THE REPORT BY TALKING
16 ABOUT THE PARTNERSHIP. I BELIEVE, AND YOU UNDERSTAND MY
17 LIMITATIONS, I'M IN AND OUT OF HERE, AND YOU SEE THIS EVERY
18 DAY, I BELIEVE THERE IS A REAL COMMITMENT FOR CHANGE AND I
19 CERTAINLY THINK THE TASK FORCE WAS IMPRESSED WITH TOM
20 GARTHWAITE'S LEADERSHIP AND WHAT HAS ALREADY HAPPENED AT
21 MARTIN LUTHER KING HOSPITAL. VERY TOUGH JOB OF MANAGEMENT
22 OVERHAUL. WE BELIEVE THAT, IN THE LAST FEW DAYS AND WEEKS,
23 WE'VE SEEN THE SAME KIND OF RESPONSE BEGINNING AT DREW. IT
24 REQUIRED MAJOR CHANGES IN THE LEADERSHIP, AS YOU KNOW. SO I
25 THINK THE REAL ISSUE IS, YOU KNOW, WILL THIS CONTINUE, DO WE



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1 HAVE A COMMITMENT FOR MOVING FORWARD OR MAKING TOUGH DECISIONS
2 OF THE KIND THAT'S ALREADY BEEN MADE AT THE HOSPITAL AND A
3 PROPOSAL FOR THE FUTURE, A DECISION THAT A LOT OF PEOPLE WILL
4 BE UNCOMFORTABLE WITH, BUT THE DECISIONS ARE BEING MADE, FIRST
5 AND FOREMOST, IN THE INTEREST OF PATIENT QUALITY CARE; AND
6 SECONDLY, IN MY OPINION, IN THE INTEREST OF THE QUALITY OF
7 RESIDENCY TRAINING. AT ONE END, YOU HAVE THIS RESPONSIBILITY
8 TO MAKE SURE THAT PATIENTS GET THE BEST CARE POSSIBLE AND,
9 SECONDLY, YOU WANT TO TRAIN PHYSICIANS FOR THE FUTURE. NOT
10 ONLY IS THAT A CONCERN FOR THE FUTURE, BUT MOST STUDIES SHOW
11 THAT, IN INSTITUTIONS WHERE YOU HAVE RESIDENCY TRAINING, YOU
12 HAVE A HIGHER QUALITY PATIENT CARE. SO THESE THINGS ALSO GO
13 TOGETHER.

14

15 **SUP. KNABE, CHAIR:** SUPERVISOR ANTONOVICH, THEN SUPERVISOR
16 YAROSLAVSKY.

17

18 **SUP. ANTONOVICH:** ONE QUESTION FOR DR. GARTHWAITE. WHAT IS THE
19 VIABILITY OF DREW MEDICAL CENTER?

20

21 **DR. THOMAS GARTHWAITE:** WELL, I THINK THAT THE VIABILITY OF THE
22 MEDICAL CENTER, PER SE, IS GOOD. IN ALL OF OUR PROJECTIONS,
23 OUR SCENARIO PROJECTIONS, WE HAVE SEEN THE NEED TO PERPETUATE,
24 TO RUN THIS MEDICAL CENTER BECAUSE IT IS INDEED THE AREA IN
25 THE COUNTY THAT HAS THE GREATEST HEALTH DISPARITY AND NEED FOR



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1 CARE. SO I THINK -- I'M OPTIMISTIC ABOUT THE MEDICAL CENTER.
2 WITH REGARDS TO DREW, I ALSO THINK THAT WE'RE AT A CROSS
3 ROADS, BOTH IN OUR RELATIONSHIP WITH DREW BUT ALSO IN DREW'S
4 HISTORY. AND I'M VERY MUCH POSITIVE ABOUT THE CHANGES THAT
5 I'VE SEEN HAPPENING IN THE PAST SEVERAL WEEKS AT DREW IN TERMS
6 OF THE LEADERSHIP, IN TERMS OF TAKING ACTION. THEY'VE BEEN
7 FIRST RATE IN THAT AND I SHARE DR. SATCHER'S OPTIMISM THAT
8 GOOD THINGS COULD HAPPEN.

9

10 **SUP. ANTONOVICH:** SO, RELATIVE TO THE MEDICAL SCHOOL, THEY HAVE
11 A CONTINUED RELATIONSHIP WITH THE DEPARTMENT OF HEALTH
12 SERVICES, PARTICULARLY GIVEN THE PROBLEMS THEY HAVE HAD WITH
13 MAINTAINING THE ACCREDITATION OF TRAINING PROGRAMS? DO YOU
14 BELIEVE THEY SHOULD BE DISCONTINUED?

15

16 **DR. THOMAS GARTHWAITE:** NO, I DON'T THINK SO. I'VE NOT REALLY
17 TALKED ABOUT MY REPORT, BUT WE BELIEVE THAT THIS IS A UNIQUE
18 MOMENT IN TIME. WE HAVE AN OPPORTUNITY TO MAKE STRUCTURAL
19 CHANGES THAT CAN HAVE LONG-LASTING EFFECTS, AND WE BELIEVE WE
20 NEED TO BE VERY AGGRESSIVE AT THIS MOMENT IN TIME TO GET THOSE
21 STRUCTURAL CHANGES, BOTH AT COUNTY SIDE AND ALSO TO -- IN THE
22 DREW SIDE. SO I THINK THAT THE PROGNOSIS ON BOTH THE HOSPITAL
23 AND THE UNIVERSITY, IF NOTHING CHANGES, WOULD BE GUARDED, BUT
24 I THINK THAT, WITH THE KIND OF CHANGES THAT ARE PART OF THE
25 SATCHER TASK FORCE AND THAT HAVE BEEN EMBRACED BY THE BOARD OF



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1 TRUSTEES AT DREW AND THE CHANGES THAT WE'RE RECOMMENDING THAT
2 WE HOPE YOU'LL HELP US WITH ON THE COUNTY SIDE, I THINK THAT,
3 I'M OPTIMISTIC THAT WE CAN MAKE DRAMATIC CHANGE AND IMPROVE
4 THE QUALITY OF CARE AND EDUCATION.

5

6 **SUP. ANTONOVICH:** IF DREW IS NOT COOPERATIVE IN PROVIDING
7 INFORMATION IN THE PAST, WHY DO YOU BELIEVE THEY ARE GOING TO
8 BE COOPERATIVE IN PROVIDING THE INFORMATION IN THE FUTURE?

9

10 **DR. THOMAS GARTHWAITE:** WELL, I THINK WE HAVE SOME EVIDENCE OF
11 COOPERATION. WE HAD SOME INITIAL DIFFICULTIES IN GETTING
12 CERTAIN KINDS OF INFORMATION. WE SEEM TO OVERCOME THOSE. I
13 WOULD SAY THAT, AS PART OF THE RENEGOTIATION OF THE CONTRACT,
14 THOUGH, WE SHOULD MAKE THAT PART OF THE CONTRACT LANGUAGE;
15 WHAT OUR EXPECTATIONS ARE IN TERMS OF SHARING INFORMATION IN
16 BOTH DIRECTIONS.

17

18 **SUP. ANTONOVICH:** CAN YOU GIVE ME AN UPDATE ON THE NEONATAL
19 UNIT AT KING DREW?

20

21 **DR. THOMAS GARTHWAITE:** AT THE CURRENT TIME, WE ARE PLANNING TO
22 REGIONALIZE OUR CARE IN OUR NEONATAL INTENSIVE CARE UNITS.
23 WE'VE CURRENTLY RUN FOUR NEONATAL INTENSIVE CARE UNITS, THREE
24 OF WHICH WERE REGIONAL CENTERS, ONE OF WHICH HAD BEEN A
25 REGIONAL CENTER BUT WAS REALLY FUNCTIONING MORE AS AN



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1 INTERMEDIATE CENTER AT OLIVE VIEW. WHEN WE LOOKED -- WE HAD A
2 TASK FORCE THAT INCLUDED ALL THE INDIVIDUALS FROM THOSE
3 NEONATAL INTENSIVE CARE UNITS THAT PUT TOGETHER DATA TO MAKE
4 AN ANALYSIS AND WE DECIDED WHAT WE REALLY NEEDED TO RUN WERE
5 TWO REGIONAL CENTERS AND FOUR INTERMEDIATE CENTERS. THE PLAN
6 WOULD BE TO HAVE THE REGIONAL CENTERS AT HARBOR-U.C.L.A. AND
7 AT L.A. COUNTY U.S.C.

8

9 **SUP. ANTONOVICH:** THAT'S THE JULY 1ST DATE YOU HAD...?

10

11 **DR. THOMAS GARTHWAITE:** RIGHT. WELL, THAT'S OUR TARGET
12 IMPLEMENTATION. WE'VE FORMED TEAMS TO BEGIN TO WORK THROUGH
13 THE OPERATIONAL ASPECTS OF THAT

14

15 **SUP. ANTONOVICH:** SO YOU'RE STILL ON TARGET FOR JULY 1ST?

16

17 **DR. THOMAS GARTHWAITE:** YES, WE ARE.

18

19 **SUP. ANTONOVICH:** THE PASS RATE AMONG RESIDENTS AT KING DREW
20 MEDICAL CENTER ARE CONSIDERABLY LOWER THAN AT OTHER OF OUR
21 FACILITIES. WHAT SPECIFIC RECOMMENDATIONS DO YOU HAVE TO
22 IMPROVE THOSE PASS RATES OF THE RESIDENTS FOR THIS HOSPITAL?

23

24 **DR. THOMAS GARTHWAITE:** THE PASS RATES VARY RATHER DRAMATICALLY
25 BY PROGRAM, PROBABLY AT ALL FACILITIES BUT ESPECIALLY AT DREW,



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1 AND THERE ARE SOME, I THINK, WHERE THE PASS RATES ARE REALLY
2 QUITE GOOD, BUT THERE ARE OTHERS WHERE THEY'RE NOT. YOU KNOW,
3 I THINK THAT GETTING RESIDENTS TO DO WELL ON THE BOARDS IS A
4 COMBINATION OF THINGS. ONE, IT'S RECRUITING THE BEST RESIDENTS
5 POSSIBLE AND THEN, SECONDLY, IT'S A -- THE ATTENTION YOU PAY
6 TO THE EDUCATIONAL PROCESS, AND THAT INCLUDES NOT ONLY MAKING
7 SURE THAT YOU HAVE PLENTY OF SEMINARS AND SO FORTH, BUT EVEN
8 THAT YOU PRE-TEST STUDENTS AND DO A VARIETY OF OTHER
9 TECHNIQUES TO MAKE SURE THAT THEY ARE READY TO TAKE THOSE
10 BOARDS. SO I THINK IT'S A COMBINATION OF WHO YOU CAN ATTRACT
11 INTO THE PROGRAM AND THEN IT'S ALSO WHAT YOU DO WITH THEM WHEN
12 YOU GET THEM.

13

14 **SUP. ANTONOVICH:** BUT HOW DO YOU IMPROVE THE QUALITY OF THE
15 PHYSICIANS, IF THAT'S PART OF THE PROBLEM?

16

17 **DR. THOMAS GARTHWAITE:** RIGHT. ONE OF THE TASK FORCE
18 RECOMMENDATIONS FROM DR. SATCHER'S -- THE GROUP THAT DR.
19 SATCHER LED WAS THAT THERE ARE ABOUT -- THERE ARE 19 PROGRAMS,
20 I THINK, BECAUSE WE LOSE TWO, IT MIGHT BE 17 SOON, BUT THAT
21 THAT'S A LARGE NUMBER OF PROGRAMS FOR A HEALTHCARE SYSTEM
22 HOSPITAL THE SIZE OF THE KING DREW MEDICAL CENTER AND ITS
23 AFFILIATED CLINICS. AND SO WE BELIEVE THAT WE'RE GOING TO
24 REVIEW EACH OF THOSE WITH DREW TO UNDERSTAND EACH OF THOSE
25 PROGRAMS AND THEN TO CONCENTRATE ON THE ONES THAT WE THINK ARE



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1 THE MOST IMPORTANT FOR THE COMMUNITY AND FOR THE EDUCATION OF
2 PHYSICIANS IN THIS COMMUNITY. AND THEN WE WOULD LOOK TO
3 CONCENTRATE OUR EFFORTS ON IMPROVING THOSE, WHICH I THINK IS
4 ALL ABOUT IMPROVING THE FACULTY AND IMPROVING THE EXPERIENCE
5 OF THE RESIDENTS AS THEY ROTATE THROUGH.

6

7 **SUP. ANTONOVICH:** YOU'RE REQUESTING BOARD AUTHORITY TO TAKE THE
8 NECESSARY ADMINISTRATIVE STEPS FOR REORGANIZATION OF SERVICES
9 AT THE KING DREW. HOW WILL THE DEPARTMENT CONSOLIDATE THOSE
10 SERVICES WITH OUR OTHER HOSPITALS?

11

12 **DR. THOMAS GARTHWAITE:** WELL, THIS IS A RELATIVELY LONG PROCESS
13 AND WE WOULD OBVIOUSLY COME BACK TO THE BOARD WITH EACH STEP
14 ALONG THE WAY AS WE ENTERTAINED EACH OF THESE AREAS BUT THERE
15 ARE, I THINK, AREAS WHERE WE HAVE CHOSEN TO OPERATE AS
16 INDIVIDUAL MEDICAL CENTERS, RATHER THAN AS A SYSTEM, AND WE
17 NEED TO LOOK AT THINGS LIKE HOW WE DO PATHOLOGY AND
18 LABORATORY, HOW WE DO RADIOLOGY AND OTHER IMAGING STUDIES, HOW
19 WE DO RELATIVELY HIGH TECHNOLOGY SPECIALTIES OF MEDICINE SUCH
20 AS CARDIAC SURGERY, NEUROSURGERY, AND OTHERS. AND SO WE WOULD
21 HAVE -- THE TRICK TO ALL THIS IS THAT THEY'RE VERY
22 INTERTWINED, THE RESIDENCY PROGRAM WITH THE CLINICAL PROGRAM
23 WITH THE NEED OF THE COMMUNITY, AND THAT'S GOING TO TAKE
24 SIGNIFICANT WORK, OVER THE NEXT YEAR OR TWO, AT LEAST, TO
25 ALIGN ALL THOSE BUT WE'RE COMMITTED TO THAT ACTION.



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1

2 **SUP. ANTONOVICH:** BECAUSE OF THE LARGE NUMBER OF FAILING
3 STUDENTS WHO ARE INVOLVED IN THOSE PROGRAMS, WHY ISN'T IT
4 BETTER FOR THE PATIENT AND STUDENTS IF WE HAVE U.C.L.A. AND/OR
5 U.S.C. OR A CONSORTIUM OF THE TWO MEDICAL SCHOOLS INVOLVED IN
6 THOSE SELECTION OF INTERNS -- SELECTION OF THOSE STUDENTS AND
7 THE TRAINING PROGRAMS TO ENSURE YOU HAVE THE TOP QUALITY
8 TAKING PLACE? OTHERWISE, WE CONTINUE TO SPEND UNTOLD AMOUNT OF
9 DOLLARS IN UNWARRANTED DEATHS AND LIABILITIES EACH WEEK.

10

11 **DR. THOMAS GARTHWAITE:** THE -- WHETHER A STUDENT APPLIES FOR A
12 GIVEN RESIDENCY OR NOT IS A RELATIVELY COMPLEX DECISION ON THE
13 STUDENT'S PART. THEY GO, IN PART, BY WHERE THEY WANT TO LIVE,
14 IN PART ON WHAT KIND OF STUDY THEY WANT TO UNDERTAKE, THE
15 SPECIFICS OF THAT PROGRAM AT THE UNIVERSITY THAT THEY'RE
16 APPLYING TO, THE REPUTATION OF THAT, TO SOME DEGREE, BALANCE
17 THEIR ACADEMIC ACHIEVEMENT VERSUS THE QUALITY OF THE RESIDENCY
18 PROGRAM. SO THOSE ARE RELATIVELY COMPLEX DECISIONS OF THE
19 STUDENTS THEMSELVES. IF WE WERE TO -- IF U.C.L.A., FOR
20 INSTANCE, WERE TO TAKE OVER THE KING DREW PROGRAMS, THEY WOULD
21 HAVE THE CHALLENGE THEN OF CONVINCING ANYONE APPLYING TO THE
22 U.C.L.A. PROGRAMS THAT THEY NOW WANTED TO ROTATE THROUGH KING
23 DREW, AND THEY WOULD HAVE TO ASSURE THEMSELVES THAT THE
24 ROTATION WOULD BE A POSITIVE FOR THEIR PROGRAM OR THEY WOULD



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1 FEEL THAT THAT WAS IN SOME WAY HURTING THEIR PROGRAM SO THIS
2 IS...

3

4 **SUP. ANTONOVICH:** BUT THEY HAVE A PROVEN RECORD...

5

6 **DR. THOMAS GARTHWAITE:** RIGHT, BUT...

7

8 **SUP. ANTONOVICH:** ...OF STUDENTS WHO HAVE BEEN EXCELLING. IT
9 WOULD SEEM TO ME YOU WOULD WANT TO HAVE THE BEST IN ORDER TO
10 TREAT THE BEST.

11

12 **DR. THOMAS GARTHWAITE:** BUT IF -- BUT FOR A TRAINEE WHO'S IN
13 ANOTHER PROGRAM TO THEN ROTATE THROUGH KING DREW MEDICAL
14 CENTER, WE HAVE TO ASSURE THAT THE TRAINING IS GOOD AND THAT
15 IT ADDS TO THAT OVERALL ABILITY FOR THAT PROGRAM TO ATTRACT
16 GOOD PEOPLE. SO IF YOU MADE THE ASSUMPTION, I DON'T WANT TO
17 JUDGE ONE PROGRAM OR ANOTHER, BUT LET'S SAY YOU MADE THE...

18

19 **SUP. ANTONOVICH:** NO, BUT WE SAW SCORES IN EXECUTIVE SESSION
20 THAT WERE DEPLORABLE.

21

22 **DR. THOMAS GARTHWAITE:** BUT IF THE SCORE IN A GIVEN PROGRAM,
23 LET'S SAY A...

24



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1 **SUP. ANTONOVICH:** BUT ISN'T PART OF THAT BECAUSE OF THE
2 PROFESSORS THAT WERE TRAINING THOSE STUDENTS?

3

4 **DR. THOMAS GARTHWAITE:** RIGHT. IT'S ALSO WHO GETS ATTRACTED TO
5 THAT PROGRAM. AND, IF YOU CHANGE THE PROGRAM DRAMATICALLY, YOU
6 MAY NOT GET THE SAME PEOPLE TO COME TO YOUR PROGRAM AND YOUR
7 PROGRAM MIGHT SUFFER. YOU HAVE TO WORK THROUGH THAT ISSUE.

8

9 **SUP. ANTONOVICH:** BUT MAYBE YOU HAVE TO CHANGE PROGRAMS AND
10 RELOCATE SERVICES IN THE VARIOUS HOSPITALS. I MEAN, AGAIN, YOU
11 HAVE A -- YOU DON'T WANT TO REARRANGE THE CHAIRS ON THE DECK
12 OF THE TITANIC. YOU'RE SINKING. YOU NEED TO HAVE SOME RADICAL
13 REFORMS AND THAT MEANS MAKING SOME CONSTRUCTIVE CHANGES AND
14 NOT JUST REARRANGING THE FURNITURE. AND, AGAIN, U.C.L.A. AND
15 U.S.C. HAVE DONE AN INCREDIBLE JOB. LOMA LINDA AS WELL, THE
16 UNIVERSITY MEDICAL SCHOOL. WHY AREN'T WE USING THOSE PEOPLE
17 AND HAVING THEM DO THE CRITERIA FOR THE STUDENTS SO THAT THE
18 STUDENTS WILL HAVE THE BEST IN ORDER TO ENSURE THAT OUR
19 PATIENTS ARE RECEIVING GOOD QUALITY MEDICAL CARE?

20

21 **DR. THOMAS GARTHWAITE:** THE -- LOOK, TO THE EXTENT THAT -- TO --
22 - FOR A U.C.L.A. FACULTY MEMBER TO DECIDE TO PRACTICE AT KING
23 DREW MEDICAL CENTER, WE WOULD HAVE TO GO OUT AND RECRUIT
24 INDIVIDUALS WHO ARE WILLING AND WANTING TO DO THAT. WHETHER
25 THAT'S POSSIBLE OR NOT ...



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1

2 **SUP. ANTONOVICH:** WOULD YOU RATHER RECRUIT THAN PAY THESE
3 LIABILITIES CLAIMS EACH WEEK?

4

5 **DR. THOMAS GARTHWAITE:** I WOULD. I -- WELL --

6

7 **SUP. ANTONOVICH:** I KNOW. I MEAN, REALLY, WAS THAT THE SAME
8 APPROACH YOU TOOK WHEN YOU WERE AT THE DEPARTMENT OF VETERAN
9 AFFAIRS WHEN YOU HAD MAJOR CHANGE REORGANIZATIONS IN THE
10 VETERANS ADMINISTRATION? YOU WERE VERY AGGRESSIVE? YOU TOOK A
11 DECISIVE LEADERSHIP ROLE. WE HAVE A CRISIS HERE AND IT'S GOING
12 TO REQUIRE STRONG LEADERSHIP TO MOVE FORWARD TO MAKE THE
13 CHANGES TO ENSURE THAT PATIENTS ENTERING OUR FACILITIES ARE
14 GOING TO RECEIVE THE BEST CARE.

15

16 **DR. THOMAS GARTHWAITE:** I AGREE WITH THAT, SUPERVISOR, AND I
17 BELIEVE THE STEPS WE ARE TAKING ARE AGGRESSIVE. I THINK THAT
18 WE ARE MOVING VERY STRONGLY TO CHANGE MANAGEMENT. WE'RE MOVING
19 VERY STRONGLY TO MAKE SURE THAT THE FACULTY THAT WE HAVE ON
20 BOARD ARE INCENTIVIZED THE RIGHT WAY, THAT THEY ARE GETTING --
21 THAT THE TEACHING STIPENDS ARE GIVEN OUT BECAUSE OF EXCELLENCE
22 IN EDUCATION, NOT FOR SOME OTHER ILL-DEFINED REASON. SO I
23 THINK WE ARE MOVING FORWARD TO HOLD FACULTY ACCOUNTABLE, TO
24 INCREASE -- TO IMPROVE THE EXPERIENCE OF STUDENTS AND
25 RESIDENTS THAT ROTATE THROUGH THE MEDICAL CENTER, AND



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1 ULTIMATELY IF THEY HAVE AN IMPROVED EXPERIENCE, THEN WE'LL BE
2 ABLE TO ATTRACT EVEN BETTER CANDIDATES TO THE RESIDENCY.

3

4 **SUP. ANTONOVICH:** TWO QUESTIONS. THE DEPARTMENT REPORTED THAT
5 U.S.C. AND U.C.L.A. OUGHT TO PLAY A ROLE IN THE CHANGES THAT
6 NEED TO OCCUR AT THE KING DREW MEDICAL SCHOOL. ARE THE OTHER
7 UNIVERSITIES IN AGREEMENT IN ASSISTING KING DREW?

8

9 **DR. THOMAS GARTHWAITE:** MY CONVERSATIONS, BOTH UNIVERSITIES ARE
10 WILLING TO PROVIDE A CONSULTATIVE ROLE, AN EDUCATIONAL ROLE IN
11 TERMS OF HELPING TO EDUCATE PROGRAM DIRECTORS ON THE
12 INTRICACIES OF RUNNING OUR RESIDENCY PROGRAMS. MAYBE AN
13 OVERSIGHT ROLE IN ASSESSING THE PROGRESS THAT'S BEING MADE AND
14 NEITHER UNIVERSITY APPEARS INTERESTED IN RUNNING THE PROGRAMS
15 OR THE TRAINING PROGRAMS AT KING DREW.

16

17 **SUP. ANTONOVICH:** COULD YOU BE SPECIFIC AS TO WHY THE
18 ACCREDITATION COUNCIL ON GRADUATE MEDICAL EDUCATION REPORTED
19 THAT THE SIZE OF KING DREW DOES NOT SUPPORT THE NUMBER OF
20 TRAINING PROGRAMS OR RESIDENTS THAT CURRENTLY EXIST?

21

22 **DR. THOMAS GARTHWAITE:** I CAN -- THAT'S ALSO -- THAT'S DR.
23 SATCHER'S RECOMMENDATION.

24



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1 **DR. SATCHER:** YEAH, WE HAD THE SAME FINDINGS AND IT HAD TO DO
2 WITH THE PATIENT POPULATION AT KING DREW ON THE ONE HAND. I
3 THINK THERE HAS BEEN AN EXPERIENCE THROUGHOUT THE COUNTY IN
4 TERMS OF PATIENT POPULATION. I WAS JUST LOOKING AT THE DATA, I
5 BELIEVE IN 1991/92, FOR EXAMPLE, THERE WERE 36,000 DELIVERIES
6 IN LOS ANGELES COUNTY HOSPITALS. LAST YEAR, THERE WERE 4,000.
7 SO AS THERE HAVE BEEN CHANGES IN MEDICAID AND DIFFERENT HEALTH
8 PLAN CONTRACTS, THERE HAS BEEN A LOT OF COMPETITION FROM
9 PRIVATE HOSPITALS FOR THE SAME PATIENTS. SO WE HAVE SEEN,
10 THROUGHOUT THE COUNTRY, A DECLINE IN PATIENT POPULATION IN
11 PUBLIC HOSPITALS AND THAT CERTAINLY HAS AFFECTED THE ABILITY
12 OF KING DREW TO SUPPORT 19 RESIDENTS IN TRAINING PROGRAMS. AND
13 SO I THINK YOU'RE RIGHT TO BE CONCERNED ABOUT THAT. I DO WANT
14 TO COMMENT, AND I WON'T DWELL ON THIS BECAUSE I THINK YOU'VE
15 HAD THAT DISCUSSION, BUT I THINK IT IS POSSIBLE TO HAVE BOTH
16 THE STRENGTHS OF U.C.L.A. AND U.S.C. AND THE STRENGTHS OF KING
17 DREW IN TERMS OF ITS TREMENDOUS HISTORY OF RESPONDING TO THE
18 NEEDS OF ONE OF THE MORE DIFFICULT COMMUNITIES IN THE COUNTRY
19 IN TERMS OF COMMUNITY NEEDS AND I THINK WHAT WE'RE TRYING TO
20 DO HERE, WHAT YOU'RE TRYING TO DO IS TO MAKE THE MOST OF BOTH
21 OF THOSE, THOSE STRENGTHS. I THINK IT'S POSSIBLE, AND I WOULD
22 RECOMMEND THAT YOU REALLY LOOK AT THAT. I THINK THAT'S WHAT
23 DR. GARTHWAITE'S TRYING TO DO IS TO SAY HOW CAN WE CAPTURE, ON
24 THE ONE HAND, THE HISTORIC SIGNIFICANCE OF KING DREW AND THE
25 FACT THAT IT'S CONTRIBUTED SO MUCH TO THIS COMMUNITY. LOOK AT



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1 THE PERCENTAGE OF ITS GRADUATES WHO HAVE GONE TO PRACTICE IN
2 UNDERSERVED COMMUNITIES, BEGINNING WITH THE SWA SIX AREA. CAN
3 WE HAVE THAT AND, AT THE SAME TIME, CAN WE DRAMATICALLY DO
4 WHAT YOU'RE SUGGESTING WHICH I THINK NEEDS TO BE DONE,
5 DRAMATICALLY IMPROVE THE QUALITY OF THE EXPERIENCE THAT
6 RESIDENTS HAVE THERE, WHICH GOES RIGHT ALONG WITH THE QUALITY
7 OF PATIENT CARE. YOU'RE ABSOLUTELY RIGHT.

8

9 **SUP. ANTONOVICH:** THANK YOU, DOCTOR. THANK YOU.

10

11 **SUP. KNABE, CHAIR:** ZEV?

12

13 **SUP. YAROSLAVSKY:** FIRST OF ALL, I WANT TO JUST THANK DR.
14 SATCHER FOR THE REPORT AND, I THINK, FOR THE CANDOR AND
15 DIRECTNESS OF THE REPORT. I APPRECIATE IT VERY MUCH AND I
16 THINK IT'S A VERY USEFUL DOCUMENT THAT WILL STAND US IN GOOD
17 STEAD FOR THE WEEKS TO COME. AND I HAVE A SERIES OF QUESTIONS
18 I WANTED TO ASK YOU ABOUT THAT, AND IF WE GET A CHANCE, I
19 WILL, BUT SINCE MR. ANTONOVICH DELVED INTO THE -- DR.
20 GARTHWAITE'S REPORT BEFORE HE GOT A CHANCE TO GIVE IT, I'M
21 GOING TO PIGGYBACK ON THAT BECAUSE I THINK THAT'S REALLY WHERE
22 WE'RE HEADED. I GOT YOUR REPORT, JUST SO YOU KNOW, LAST NIGHT
23 BUT I DID SPEND LAST NIGHT READING IT, WHICH MADE MY WIFE VERY
24 HAPPY. [LAUGHTER] AND I THOUGHT, ON THE WHOLE, IT WAS A
25 PRETTY GOOD REPORT AND IT'S REALLY THE FIRST TIME THAT I'VE



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1 SENSED THAT THE DEPARTMENT LEADERSHIP HAS ARTICULATED A
2 DIRECTION AND A ROAD MAP, WHICH IS WHAT I KIND OF RAISED LAST
3 WEEK, A ROAD MAP OF HOW TO IDENTIFY THE PROBLEMS AND THEN HOW
4 YOU'RE GOING TO GO ABOUT FIXING THEM. IN THE CONTEXT OF THE
5 DREW UNIVERSITY, HOWEVER, AS FAR AS I'M CONCERNED, THE JURY IS
6 STILL OUT. AND I THINK MS. MOLINA'S QUESTIONS AT THE OUTSET
7 AND MR. ANTONOVICH'S QUESTIONS REFLECT MY OWN CONCERNS. HOW DO
8 I TRUST THIS INSTITUTION TO REFORM ITSELF AFTER WHAT HAS
9 HAPPENED? AND THAT'S REALLY THE NUB OF THE QUESTION AS IT
10 RELATES TO DREW. WE HAVE OUR OWN SIDE OF THE EQUATION HERE
11 INTERNALLY, IN OUR OWN DEPARTMENT OF HEALTH SERVICES AND WE'RE
12 GOING TO HAVE TO DEAL WITH THAT NEXT BUT, FOR TODAY'S
13 DISCUSSION, HOW DO YOU DEAL WITH AN INSTITUTION THAT HAS
14 BETRAYED US AND LET US DOWN IN THIS WAY? AND I -- WHEN I READ
15 THE PART OF YOUR REPORT, DR. GARTHWAITE, WHICH DEALT WITH THE
16 -- ON PAGE 4 OF YOUR REPORT, WHICH DEALT WITH THE DREW
17 PROGRAM, NOT IN THE SUMMARY/CONCLUSION PART, BUT IN THE BODY
18 OF YOUR REPORT, AND I'LL JUST READ FROM IT: "TO THAT END, THE
19 DEPARTMENT WILL BE NOTIFYING DREW UNIVERSITY OF ITS INTENT TO
20 TERMINATE THE EXISTING AGREEMENT AND REPLACE IT WITH A
21 CONTRACT THAT REFLECTS NECESSARY CHANGES IN THE RELATIONSHIP
22 AND EXPECTATIONS OF THE UNIVERSITY. I EXPECT THAT
23 RENEGOTIATION OF THE AFFILIATION AGREEMENT WOULD BE COMPLETED
24 BY NO LATER THAN SEPTEMBER 1ST, 2004." HERE IS MY QUESTION:
25 WHAT'S THE SWORD THAT'S HANGING OVER THEIR HEADS? WHAT IS THE



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1 LEVERAGE YOU HAVE TO GET THEM TO RENEGOTIATE? WHAT HAPPENS IF
2 THEY DON'T NEGOTIATE AN AGREEMENT TO YOURS AND OUR
3 SATISFACTION? WHAT IF THEY DON'T DO, AS THEY ARE NOW
4 PROMISING, TO TOTALLY RESTRUCTURE AND REFORM THEIR BOARD AND
5 TO RID IT OF SOME OF THE DEAD WEIGHT AND BRING IN NEW BLOOD,
6 BOTH AS DR. SATCHER RECOMMENDED AND IN OTHER WAYS? WHAT IF THE
7 CALIBER AND THE COMPETENCE AND THE INTEGRITY OF THE ACADEMIC
8 STAFF, AS IT RELATES TO US, IS NOT IMPROVED AND YOU'RE NOT
9 SATISFIED, BETWEEN NOW AND THE 1ST OF SEPTEMBER, THAT THEY'RE
10 GOING TO BE -- THEY'RE GOING TO TURN IT AROUND, THEN WHAT?
11 WHAT HAPPENS ON AUGUST 31ST WHEN YOU COME TO US AND YOU SAY,
12 "YOU KNOW, WE JUST HAVEN'T BEEN ABLE TO WORK IT OUT"? BETWEEN
13 TODAY, JANUARY, AND SEPTEMBER THE 1ST, IN ADDITION TO WORKING
14 WITH DREW UNIVERSITY TO RENEGOTIATE THEIR CONTRACT, DO YOU
15 HAVE A PARALLEL STRATEGY FOR AN ALTERNATIVE IF THE
16 NEGOTIATIONS WITH DREW ARE SO UNSATISFACTORY THAT YOU CANNOT
17 RECOMMEND TO THIS BOARD AND TO THIS COUNTY THAT WE CONTINUE
18 ANY KIND OF RELATIONSHIP WITH THAT UNIVERSITY? WHAT IS YOUR
19 ALTERNATIVE STRATEGY?

20

21 **DR. THOMAS GARTHWAITE:** ALTHOUGH I DO BELIEVE THAT WE CAN
22 NEGOTIATE A REASONABLE AGREEMENT IN THIS PERIOD OF TIME, YOU
23 KNOW, ONE OF THE REASONS TO CONSIDER TERMINATION WHILE
24 RENEGOTIATE -- OR THE INTENT TO TERMINATE WHILE RENEGOTIATING
25 IS TO PUT THE MAXIMUM PRESSURE ON BOTH PARTIES HERE TO REALLY



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1 DEAL WITH THE SUBSTANTIVE ISSUES THAT I THINK HAVE NOT BEEN
2 DEALT WITH AND TO MAKE SURE THAT THE COMMUNICATION IS WORKING,
3 TO MAKE SURE THAT WE HAVE, IN WRITING, THE KIND OF
4 EXPECTATIONS THAT MAYBE HAVE LET US DOWN, YOU KNOW, AND NOT
5 BEEN CARRIED OUT IN THE PAST. AND SO I DO BELIEVE WE CAN DO
6 THAT AND THE REASON TO USE THE WORD "TERMINATE," I THOUGHT
7 LONG AND HARD ABOUT USING THAT WORD AND MAKING THAT DIRECTION,
8 IS TO FORCE US TO COME TO THAT AGREEMENT IN A REASONABLE
9 FASHION. IN THE END, WE COULD ASK FOR OTHER INDIVIDUALS WHO
10 MIGHT HAVE INTEREST IN RUNNING THE ACADEMIC CENTER. IN THE
11 END, I SUPPOSE, WE CAN TURN KING DREW MEDICAL CENTER INTO A
12 NON-ACADEMIC MEDICAL CENTER. THOSE ARE OPTIONS. I DON'T THINK
13 THEY'RE THE PREFERRED OPTIONS. I WOULD HATE TO GO THROUGH THAT
14 EXERCISE. BUT, HAVING SAID THAT, I THINK THAT IT IS IMPORTANT
15 THAT WE TAKE THIS UNIQUE MOMENT IN TIME WHERE EVERYONE'S AT
16 THE TABLE, WHERE THE BOARD OF SUPERVISORS, WHERE THE BOARD OF
17 TRUSTEES, WHERE THE DEPARTMENT, I THINK EVERYONE'S AT THE
18 TABLE SAYING, "WE'VE GOT TO FIX THIS," AND NOT JUST
19 INCREMENTAL STEPS. WE HAVE TO FIX THIS ONCE AND FOR ALL. WE'VE
20 GOT TO TAKE SIGNIFICANT STEPS FORWARD AND STRUCTURALLY CHANGE
21 RELATIONSHIPS, FUNCTIONING, BOARDS, ALL THOSE PIECES HAVE TO
22 BE STRUCTURALLY CHANGED. AND, IF WE DO THAT IN A POSITIVE
23 DIRECTION, WE'VE MET AT A MOMENT IN TIME WHEN WE CAN DO THAT
24 AND WE'VE MADE THAT DISTINCTION, THEN WE HAVE A SOLID MEDICAL
25 CENTER AND A TRAINING PROGRAM AND A PARTNERSHIP. I WANT TO



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1 KEEP THE PRESSURE ON BECAUSE I'M NOT SURE WE'LL GET BACK TO
2 THIS MOMENT AGAIN WHERE WE'RE PRESSURED BY THE SAME SET OF
3 FORCES.

4
5 **SUP. YAROSLAVSKY:** WELL, I'M ALSO INTERESTED IN KEEPING THE
6 PRESSURE ON. MY CONCERN IS THAT, WHEN YOU SIMPLY -- I WOULD
7 NOT HAVE LOST A LOT OF SLEEP OVER YOUR USING OF THE WORD
8 "TERMINATE" BECAUSE, IF YOU JUST READ THE NEXT SENTENCE, IT
9 KIND OF NEGATES WHAT YOU WERE TRYING TO CONVEY BECAUSE YOU
10 SAY, "TERMINATE" AND THEN "RENEGOTIATE." SO, REALLY, YOU'RE
11 NOT CHANGING -- YOU'RE NOT PROPOSING TO CHANGE THE
12 RELATIONSHIP BETWEEN -- THE FUNDAMENTAL RELATIONSHIP BETWEEN
13 THE COUNTY AND DREW. YOU'RE JUST SAYING CHANGE THE NATURE OF
14 THE RELATIONSHIP, CHANGE THE BOARD, CHANGE IT ALL, NEGOTIATE
15 ALL THESE THINGS, BUT YOU'RE NOT SAYING SEVER THE
16 RELATIONSHIP, AND I APPRECIATE THAT PERHAPS YOU DIDN'T WANT TO
17 SAY THAT AND IT MIGHT HAVE BEEN PREMATURE FOR YOU TO SAY THAT
18 AT THIS TIME BUT, AT THE SAME TIME, WHAT I DON'T SEE IN HERE
19 IS THE SWORD THAT HANGS AS PRESSURE OVER EVERYBODY, INCLUDING
20 US, BUT PRIMARILY OVER DREW WHICH SAYS, "IF YOU DON'T
21 RENEGOTIATE A DEAL WITH US TO OUR SATISFACTION, HERE'S WHAT'S
22 GOING TO HAPPEN." I DON'T SEE THE PART THAT SAYS, "HERE'S
23 WHAT'S GOING TO HAPPEN," AND I DON'T THINK THEY BELIEVE AND,
24 AFTER LISTENING TO YOU JUST NOW, I'M NOT SURE I WOULD BELIEVE
25 THAT YOU ARE ACTUALLY PREPARED TO DROP THE SWORD AND TO GO



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1 WITH ANOTHER ALTERNATIVE, AND IT WOULD BE A MUCH -- IT WOULD
2 BE A LESS ADVISABLE ALTERNATIVE. I THINK WE ALL AGREE WITH
3 THAT. BUT IT IS FAR BETTER TO DO THE ALTERNATIVE THAN TO
4 CONTINUE TO HAVE THE KINDS OF SITUATION THAT YOU HAVE THERE
5 TODAY OR THAT YOU'VE HAD THERE UP UNTIL TODAY AND I THINK WE
6 ALL SHOULD AGREE ON THAT. SO THE QUESTION IS, WHAT -- WELL,
7 I'VE ASKED YOU THE QUESTION AND YOU'VE ANSWERED IT. I THINK
8 YOU'VE GOT TO -- AND I'M GOING TO SUGGEST, WHEN WE GET TO THAT
9 POINT IN THE MEETING WHERE WE'RE GOING TO DEAL WITH YOUR
10 REPORT IN SPECIFIC TERMS, THAT YOU DO HAVE A PARALLEL TRACK ON
11 THIS BECAUSE, IF YOU DON'T, THE CREDIBILITY OF WHAT YOU'RE
12 TRYING TO RENEGOTIATE IS LESSENERED CONSIDERABLY AND I THINK, I
13 MEAN, I'VE BEEN -- I'VE ONLY BEEN HERE A LITTLE LESS THAN A
14 DECADE BUT I'VE BEEN IN THIS TOWN A LONG TIME AND ALL OF US
15 HAVE AND WE KNOW WHAT HAPPENS. WHEN THE PRESSURE IS ON, AS YOU
16 SAY, YOU HAVE AN OPPORTUNITY, WHILE THE METAL IS HOT, TO
17 REMOLD THE SHAPE OF THE METAL, OF THE STEEL, BUT, ONCE THE
18 HEAT IS OFF, IT'S GOING TO GET TOUGHER, AND THERE ARE A LOT OF
19 ENTRENCHED INTERESTS IN MAINTAINING THE STATUS QUO, I DON'T
20 CARE WHAT ANYBODY SAYS. I DON'T CARE WHAT PROMISES THEY MAKE.
21 HUMAN NATURE IS WHAT IT IS. INERTIA IS WHAT IT IS, AND THERE
22 WILL BE A TENDENCY TO SLIDE BACK TO THE SAME OLD WAY OF DOING
23 BUSINESS, AND THAT'S WHAT WORRIES ME. AND I'M NOT SURE YOU
24 HAVE UNTIL SEPTEMBER, FRANKLY, TO GET THIS JOB DONE AND SOME
25 RESULTS ARE GOING TO HAVE TO BE EVIDENT IN THE WEEKS AHEAD,



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1 NOT IN SEPTEMBER, BECAUSE OTHER THINGS ARE GOING TO INTERVENE
2 BETWEEN NOW AND SEPTEMBER AND I'M CONCERNED ABOUT THAT, AND I
3 KNOW THAT'S THE REASON NOTHING'S HAPPENED UP UNTIL NOW.

4

5 **DR. THOMAS GARTHWAITE:** I AGREE WITH YOU AND YOUR POINTS ARE
6 VERY WELL MADE.

7

8 **SUP. YAROSLAVSKY:** OKAY. AND I KNOW YOU AND I HAD THAT
9 CONVERSATION SHORTLY AFTER YOU BECAME THE DIRECTOR, AND I
10 THINK OTHERS HAVE HAD THAT CONVERSATION WITH YOU, TOO, IN
11 CONNECTION WITH SCENARIO 3 AND THE CUTS AND ALL THAT SORT OF
12 THING. SO I HAVE -- I THINK YOU OUGHT TO BE GIVING SOME
13 THOUGHT TO A PARALLEL TRACK. AND, SERIOUSLY, BECAUSE YOU MAY
14 END UP WITH A SITUATION THAT YOU AREN'T EVEN YET FAMILIAR
15 WITH, THAT YOU ARE NOT YET AWARE OF, INFORMATION WHICH MAY
16 COME TO YOUR ATTENTION, THINGS THAT MAY NOT HAVE COME TO YOUR
17 LEVEL YET OR TO ANYBODY'S LEVEL YET, AND YOU MAY COME TO THE
18 POINT, IN A MONTH OR TWO MONTHS, THAT YOU MAY WANT TO HAVE
19 ANOTHER ALTERNATIVE OTHER THAN TO RENEGOTIATE. THE OTHER
20 THING, I USUALLY SCOFF AT ANTONOVICH'S TITANIC LINE BUT, IN
21 THIS CASE, I THINK IT'S APPROPRIATE. TO ME, AND DR. SATCHER,
22 THIS IS ONE OF THE QUESTIONS I WAS GOING TO POSE TO YOU AND I
23 WOULD ASK YOU TO JUST COMMENT ON MY COMMENT. TO ME, IT SEEMS,
24 AFTER STRUGGLING WITH THIS AND READING YOUR REPORT, THAT REAL
25 REFORM AT THE SCHOOL WOULD NOT BE ACHIEVED, NOT JUST UNTIL THE



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1 BOARD IS REFORMED, LITERALLY RE-FORMED, WHICH MEANS NEW PERSON
2 -- NEW PEOPLE ON THE BOARD, EXISTING PEOPLE ON THE BOARD BEING
3 THANKED AND SENT OFF TO DO OTHER THINGS, BUT ALSO THE
4 PROFESSIONAL STAFF, THE MEDICAL STAFF, ACADEMIC MEDICAL STAFF
5 AT THE SCHOOL, A LOT OF CHANGES HAVE TO BE MADE THERE. AND, TO
6 ME, IF WE COME BACK BETWEEN NOW AND SEPTEMBER WITH A MEDICAL
7 STAFF THAT LOOKS VERY MUCH LIKE THE SAME PERSONNEL THAT WERE
8 THERE BEFORE, THEN WE GET BACK TO THE QUESTIONS THAT WERE
9 ASKED BY MY COLLEAGUES EARLIER: HOW DO WE TRUST THAT THAT'S A
10 CHANGE? AND I WOULD LIKE YOU TO -- DO YOU SEE, IN
11 RECONSTITUTING THE SCHOOL IN A WAY THAT WOULD GIVE US A LEVEL
12 OF CONFIDENCE, DO YOU SEE, ASIDE FROM THE BOARD, DO YOU SEE A
13 NEED TO ALSO WORK THAT SAME KIND OF CHANGE DOWN INTO THE
14 ACADEMIC STAFF OF THE UNIVERSITY?

15

16 **DR. SATCHER:** YEAH, AND I THINK WE RECOMMENDED BOTH AND I THINK
17 THE BOARD, AS YOU KNOW, RESPONDED IN TERMS OF THE OFFICE OF
18 THE PRESIDENT. I DO SEE THE KIND OF THING THAT'S GOING ON IN
19 THE HOSPITAL NOW. I SEE THE NEED FOR THAT TO HAPPEN AT DREW
20 AND WE TRIED TO MAKE THAT VERY CLEAR. WE ALSO SEE THE NEED FOR
21 THIS TO BE DONE IN PARTNERSHIP, BECAUSE IT'S A PARTNERSHIP
22 THAT'S RESPONSIBLE FOR THE QUALITY OF PATIENT CARE AND THE
23 QUALITY OF RESIDENCY TRAINING, AND YOU'RE GOING TO GET A LOT
24 OF PEOPLE WHO ARE GOING TO POINT TO THE ROLE OF THE COUNTY AND
25 THAT PARTNERSHIP IN TERMS OF WHAT HAPPENS IN A HOSPITAL AND



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1 DOES IT SUPPORT RESIDENCY TRAINING, AND CERTAINLY THE
2 RESIDENCY REVIEW COMMITTEES DID THAT AND CERTAINLY I KNOW THAT
3 THE ORGAN TASK FORCE IS GOING TO DO THAT. BUT I UNDERSTAND
4 WHAT YOU'RE SAYING. YOU'VE GOT TO HAVE ASSURANCES THAT THERE
5 WILL BE CHANGE. AND YET, AT THE SAME TIME, IT'S GOT TO BE REAL
6 THAT YOU ARE OPERATING IN GOOD FAITH. YOU'VE GOT TO RECRUIT
7 AND MAINTAIN PEOPLE WHO HAVE OTHER OPTIONS IN TERMS OF WHERE
8 THEY WORK AND WHERE THEY TEACH AND WHERE THEY DO RESEARCH. SO
9 I DON'T THINK YOU WANT TO PAINT A PICTURE THAT'S HOPELESS,
10 THAT YOU DON'T BELIEVE THAT THIS IS GOING TO WORK FROM THE
11 OUTSET, BUT I AGREE THAT YOU ALWAYS HAVE TO HAVE OTHER OPTIONS
12 AND I THINK THAT'S AN APPROPRIATE REQUEST BUT, BY THE SAME
13 TOKEN, I THINK THERE'S A NEED IN THIS PARTNERSHIP TO OPERATE
14 IN GOOD FAITH. THAT, IF YOU SEE THE BOARD MAKING THE CHANGES
15 THAT YOU THINK ARE APPROPRIATE, IF YOU SEE CHANGES TAKING
16 PLACE IN THE LEADERSHIP WITH DREW, THEN I DO THINK YOU HAVE AN
17 OBLIGATION TO SAY, "WE'RE OPERATING IN GOOD FAITH HERE." AND I
18 THINK THAT'S WHAT DR. GARTHWAITE IS TRYING TO DO. BECAUSE
19 YOU'RE COMPETING WITH PLACES FROM ALL OVER THE COUNTRY IN
20 TERMS OF TRYING TO RECRUIT SOME OF THE PEOPLE THAT DREW HAS
21 THERE AND THAT PEOPLE THAT THEY ARE TRYING TO RECRUIT THERE AT
22 THE SAME TIME. SO I THINK THE COUNTY AND DREW ARE BOTH IN THE
23 SAME SITUATION AS HOW DO WE CONTINUE TO RECRUIT GOOD PEOPLE,
24 ENRICH THIS PLACE, AND MOVE AHEAD IN THE FUTURE? YOU CAN'T DO
25 THAT IF YOU CLOSE THE DOOR IN TERMS OF WHETHER WE'RE GOING TO



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1 OPERATE IN GOOD FAITH THAT YOU'RE GOING TO MAKE THESE CHANGES.
2 BECAUSE I THINK WHAT'S GOING ON ON THE OTHER SIDE, AND I COULD
3 BE WRONG, I JUST FLEW INTO TOWN LAST NIGHT, THAT PEOPLE ARE
4 REALLY WORRIED ABOUT WHAT THIS LETTER MEANS IN TERMS OF --
5 WHAT DOES TERMINATION MEAN? FOR HOW LONG? SO I THINK THEY FEEL
6 A SWORD HANGING OVER THEIR HEADS. AT LEAST, THAT'S THE
7 IMPRESSION I'M GETTING FROM THE MEETING I HAD THIS MORNING.
8 SO, ON THE ONE HAND, I THINK THERE IS A REAL CONCERN ABOUT THE
9 FUTURE OF THIS RELATIONSHIP AND THE INSTITUTION, AND I THINK
10 IT'S AN APPROPRIATE CONCERN, AS YOU IMPLY. BUT I ALSO THINK
11 THAT, IF YOU'RE SERIOUS ABOUT STRENGTHENING THIS PARTNERSHIP
12 AND REMEMBER, THAT'S HOW WE STARTED OUR REPORT, RECOMMENDING A
13 CHANGE AND A STRENGTHENING IN THE PARTNERSHIP, IT HAS TO BE
14 DONE IN GOOD FAITH. YOU CAN'T SAY WE REALLY DON'T BELIEVE THAT
15 IT'S POSSIBLE AND, AT THE SAME TIME, THIS IS WHAT WE'RE GOING
16 TO DO FOR THE NEXT FEW WEEKS.

17

18 **SUP. YAROSLAVSKY:** I DON'T THINK ANYBODY IS SAYING "WE DON'T
19 BELIEVE."

20

21 **DR. SATCHER:** OKAY.

22

23 **SUP. YAROSLAVSKY:** IF WE DO END UP GOING DOWN THE ROAD OF
24 RENEGOTIATING A PARTNERSHIP WITH THE UNIVERSITY, IT WOULD BE -
25 - IT WOULD BE IN GOOD FAITH, BUT WE HAVE TO BE VERY HONEST



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1 WITH OURSELVES, AS YOU WERE IN YOUR REPORT. AND THE HONESTY
2 MEANS THIS: THAT, IF WE HAVE A UNIVERSITY THAT DRAGS ITS FEET
3 IN THE WEEKS AND MONTHS AHEAD AND DOESN'T RE -- I'M NOT SAYING
4 THEY WILL, BUT, IF THEY DO, WE NEED TO HAVE AN EXIT STRATEGY.

5

6 **DR. SATCHER:** I AGREE.

7

8 **SUP. YAROSLAVSKY:** BECAUSE, IF WE DON'T, THE CONSEQUENCES TO
9 THAT COMMUNITY AND TO THE COMMUNITY AT LARGE ARE FAR WORSE
10 THAN WHOSE RESIDENCY IS CANCELED AND WHOSE \$500,000 INCOME IS
11 AFFECTED BECAUSE THEY'RE NO LONGER CHAIRMAN OF THE DEPARTMENT
12 THAT WE'RE PAYING FOR. THE CONSEQUENCES ARE LIFE AND DEATH AND
13 THAT'S THE ISSUE FOR -- THAT'S FOR ALL OF US, AND THAT'S
14 WHAT'S BROUGHT US TO THIS POINT. WHAT'S BROUGHT US TO THIS
15 POINT IS NOT THE CLEANLINESS OF THE DRAPES IN THE EMERGENCY
16 ROOM, ALTHOUGH THAT'S IMPORTANT. WHAT'S BROUGHT US TO THIS
17 POINT IS BECAUSE PEOPLE DIED WHO SHOULDN'T HAVE DIED. PEOPLE
18 HAVE BEEN PERMANENTLY INJURED WHO SHOULDN'T HAVE BEEN
19 PERMANENTLY INJURED. COMPETENCE HAS BEEN BROUGHT INTO
20 FUNDAMENTAL QUESTION ON BOTH THE SCHOOL'S PART AND OUR PART.
21 WE ARE NOT IMMUNE FROM THIS CRITICISM AT ALL. BUT GOOD FAITH,
22 TO ME, MEANS WE'LL SEE. I MEAN, WE'LL KNOW IT WHEN WE SEE IT.
23 IF THERE'S CHANGE, TO PARAPHRASE THE OLD JUSTICE POTTER
24 STEWART, WE'LL -- I CAN'T -- I CAN'T TELL YOU WHAT THE CHANGE
25 IS, BUT I THINK WE'LL ALL KNOW IT WHEN WE SEE IT. IF THE BOARD



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1 HAS A COMPLETELY DIFFERENT LOOK TO IT IN TERMS OF PERSONNEL IN
2 THE INTERVENING MONTHS THAN IT DOES TODAY, IF THE PERSONNEL AT
3 THE ACADEMIC LEVEL, THE PEOPLE WHO SHOULD BE HELD ACCOUNTABLE
4 FOR SOME OF THE PROBLEMS THAT WE'VE HAD ARE CHANGED, THAT WILL
5 SIGNIFY CHANGE AND REFORM AND SERIOUSNESS AND GOOD FAITH ON
6 THE SCHOOL'S PART. IF, ON THE OTHER HAND, THE FUNDAMENTAL
7 POLITICS OF THE BOARD REMAIN THE SAME, EVEN IF THERE ARE SOME
8 COSMETIC CHANGES, AND IF THE PERSONNEL AT THE HOSPITAL -- AT
9 THE SCHOOL, THE MEDICAL ACADEMIC PERSONNEL AT THE SCHOOL ARE
10 ESSENTIALLY THE SAME, THEN NOTHING WILL HAVE CHANGED. AND I
11 REALLY BELIEVE THAT THAT'S WHAT WE HAVE TO GUARD AGAINST, AND
12 I'M GLAD TO HEAR THAT IF -- THAT THEY -- THAT THE LANGUAGE IN
13 MR. GARTHWAITE'S REPORT HAS ALARMED SOME PEOPLE. IT WILL -- IT
14 SHOULD, BUT IT SHOULD ALSO GIVE US -- THE ROAD MAP NEEDS TO
15 BE, WHEN YOU GET TO THAT FORK IN THE ROAD AND THE ONE ROAD'S
16 GOT A LANDSLIDE ON IT, YOU'VE GOT TO HAVE AN EXIT STRATEGY AND
17 I JUST HOPE THAT WE DO, AND THAT'S NOT AN INDICATION ON MY
18 PART OF HOPELESSNESS; IT'S REALLY MORE OF A SIGN OF REALISM
19 BORN OUT OF MANY YEARS OF WATCHING THIS GET TO THIS POINT.
20 THANK YOU.

21

22 **SUP. KNABE, CHAIR:** I WOULD JUST -- YOU KNOW, AS WE OPERATE
23 FROM THIS PERIOD OF CRISES, ACCOUNTABILITY IS A LOT EASIER TO
24 ATTAIN. AND, TO FOLLOW UP ON WHAT ZEV WAS INDICATING, THE
25 CONCERN THAT I HAD ABOUT -- I APPRECIATE DR. SATCHER'S REPORT



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1 AND DR. GARTHWAITE, YOURS, BUT, DR. GARTHWAITE, YOU MADE A
2 COMMENT THAT, YOU KNOW, WE'RE ON THE RIGHT TRACK, WE'RE DOING
3 THE RIGHT THING AND, IN A YEAR OR TWO, THAT WE MAY HAVE THIS
4 THING UNDER CONTROL. AND MY QUESTION IS, WE DON'T HAVE -- THIS
5 IS TRULY AN ISSUE OF LIFE OR DEATH. AND WHEN WE TALK ABOUT,
6 YOU KNOW, THE TERMINATION OF THE AGREEMENT, AND RENEGOTIATING
7 THE AGREEMENT BETWEEN NOW AND SEPTEMBER, AND THEN SOME COMMENT
8 ABOUT A YEAR OR TWO DOWN THE ROAD, WE DON'T HAVE A YEAR OR
9 TWO.

10

11 **DR. THOMAS GARTHWAITE:** I TOTALLY AGREE. THE COMMENT ON A YEAR
12 OR TWO DOWN THE ROAD HAD TO DO WITH THE OVERALL PROGRAMS
13 ACROSS THE DEPARTMENT AND REALIGNMENT OF SOME OF THOSE
14 PROGRAMS WITH REGARD TO REVIEWING THE DIFFERENT RESIDENCIES...

15

16 **SUP. KNABE, CHAIR:** BUT EVEN THE REALIGNMENT, DO YOU REALLY
17 HAVE A YEAR OR TWO?

18

19 **DR. THOMAS GARTHWAITE:** I THINK, FOR SOME, BUT NOT FOR OTHERS,
20 AND SO, IN TERMS OF RENEGOTIATING THE CONTRACT, IN TERMS OF
21 IMPROVING THE COMMUNICATION, IN TERMS OF ASSESSING THE
22 RESIDENCY PROGRAMS, WE'RE TALKING ABOUT THE END OF FEBRUARY,
23 SEPTEMBER, FOR ENORMOUSLY COMPLEX TASKS FOR RENEGOTIATING
24 CONTRACTS. I THINK THOSE ARE FAIRLY AGGRESSIVE BUT I THINK, IN
25 TERMS OF A BROADER VIEW OF ALL OF OUR PROGRAMS, THAT'S A



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1 LITTLE LONGER, THAT'S THE ONLY THING. PLEASE DON'T CONFUSE
2 THAT...

3

4 **SUP. KNABE, CHAIR:** OKAY. I MEAN, BECAUSE I MEAN, THAT, YOU
5 KNOW, THAT...

6

7 **DR. THOMAS GARTHWAITE:** I TOTALLY AGREE WITH YOU. WE HAVE...

8

9 **SUP KNABE, CHAIR:** THERE IS NO SWORD THERE IF, IN FACT, THAT
10 YOU'RE TALKING ABOUT A YEAR OR TWO DOWN THE ROAD...

11

12 **DR. THOMAS GARTHWAITE:** YEAH, I TOTALLY AGREE.

13

14 **SUP. KNABE, CHAIR:** ...YOU THINK YOU NEED TO BE, YOU KNOW, TO
15 CLARIFY THAT TO BE RATHER SPECIFIC. THE OTHER QUESTION, JUST
16 SORT OF AS A SIDELIGHT, IN DETERMINING, OBVIOUSLY, THAT OUR
17 AGREEMENT, OUR AFFILIATION AGREEMENT WITH DREW NEEDS
18 SIGNIFICANT CHANGES AND STRENGTHENING, HAS THAT UNCOVERED
19 ANYTHING THAT WE STILL NEED TO DO MAYBE WITH U.S.C. OR
20 U.C.L.A.?

21

22 **DR. THOMAS GARTHWAITE:** IT DOES AND WE HAVE PLANNED TO
23 RENEGOTIATE THE U.S.C. AGREEMENT. I'M NOT SURE ABOUT THE
24 U.C.L.A., IF WE CAN DO TWO -- THREE OR FOUR IN ONE YEAR. THAT
25 WOULD PROBABLY STRETCH OUR STAFF TO BE ABLE TO DO THAT.



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1

SUP. KNABE, CHAIR: YEAH, BECAUSE I JUST, AGAIN, I JUST, I
MEAN, I'M GOING BACK TO THE "YEAR OR TWO" COMMENT BECAUSE,
OBVIOUSLY, BETWEEN NOW AND SEPTEMBER, WE'RE NOT ONLY DEALING
WITH THE ISSUE OF M.L.K. AND DREW, WE'RE GOING TO HAVE BUDGET
ISSUES, WE'RE GOING TO HAVE A LOT OF OTHER THINGS AND IT'S
IMPORTANT THAT WE STAY ON TRACK WITH THIS THING AND -- BECAUSE
IT'S EASY WHEN YOU SORT OF GET SIDELINED HERE, TO SORT OF
SWEEP IT AND SAY, "WELL, WE CAN WAIT ON THAT," AND I DON'T
THINK WE CAN WAIT ON ANYTHING HERE IN THIS RELATIONSHIP, DR.
SATCHER.

12

DR. SATCHER: YEAH, AS AN OUT-- AGAIN, AS AN OUTSIDER, IT
SEEMS, TO ME, AS IF THE THINGS THAT ARE HAPPENING IN THE
HOSPITAL RIGHT NOW, AND I'M SURE FRITZ IS GOING TO TALK ABOUT
THAT, ALL THE THINGS THAT ARE MOST CRITICAL TO QUALITY OF
PATIENT CARE, I THINK THE OVERHAUL HAS TAKEN PLACE IN THE
HOSPITAL, CHANGES IN COMMUNICATION AND INTERACTION ARE THE
THINGS THAT ARE GOING TO DO MOST TO PROTECT THE QUALITY OF
PATIENT CARE. SO I THINK THE OVERSIGHT, BY DREW, OF THE
RESIDENCY TRAINING PROGRAM, WHICH IS DONE IN PARTNERSHIP WITH
COUNTY, WILL BENEFIT TREMENDOUSLY FROM THAT, TOO, BUT I THINK
THE MANAGEMENT OVERHAUL IN THE HOSPITAL IS THE MOST IMPORTANT.
IF WE CAN GET, AND I THINK WE CAN, THE SAME KIND OF MANAGEMENT
OVERHAUL AT DREW STARTED ALMOST IMMEDIATELY, AND THAT'S



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1 BEGINNING, THEN I THINK IT ADDS TO THAT. BUT I DON'T THINK YOU
2 ARE DEPENDING ON THAT FOR THE QUALITY OF PATIENT CARE. I THINK
3 IT'S A PARTNERSHIP THING.

4

5 **SUP. KNABE, CHAIR:** OH, I UNDERSTAND THAT BUT, I MEAN, MY
6 CONCERN IS, WE'RE STILL OPERATING UNDER A CRISES MODE, MEDIA
7 ACCOUNTABILITY, MEDIA COVERAGE, THOSE KINDS OF THINGS. THREE
8 OR FOUR WEEKS FROM NOW, WE COULD BE DEALING WITH A \$300
9 MILLION SHORTFALL AT THE COUNTY LEVEL OF TRYING TO TALK ABOUT
10 BUDGETS AND ALL THESE OTHER PROGRAMS AND ALL OF A SUDDEN THIS
11 MOVES TO THE SIDE, AND I DON'T THINK THAT ANY OF US WANT THAT
12 OR CAN WE AFFORD THAT AS A COUNTY OR IN THAT PARTNERSHIP AS
13 WELL, TOO. SUPERVISOR BURKE?

14

15 **SUP. BURKE:** WELL, THANK YOU. I WOULD CERTAINLY LIKE TO SAY TO
16 DR. SATCHER THAT I WANT TO SAY, AS FAR AS I'M CONCERNED, I
17 DEEPLY APPRECIATE THE HARD WORK YOU'VE PUT INTO THIS AND I
18 KNOW THAT YOU HAVE A LOT OF THINGS THAT YOU HAVE TO DO AND YOU
19 HAVE RESPONSIBILITIES IN TERMS OF YOUR OWN PROFESSIONAL
20 RESPONSIBILITIES, BUT THAT YOU ARE WILLING TO GIVE THE TIME
21 AND EFFORT TO THIS UNDERTAKING, AND I GUESS THAT STATEMENT "NO
22 GOOD DEED GOES UNPUNISHED" PROBABLY REALLY APPLIES TO SOME OF
23 THE COMMENTS I'VE HEARD BY PEOPLE. I THINK -- MY OWN
24 OBSERVATION IS THAT SELDOM DO DOCTORS CRITICIZE EACH OTHER
25 AND, FOR A DOCTOR TO TAKE THE POSITION THAT THE HEAD OF A



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1 MEDICAL SCHOOL SHOULD RESIGN OR BE REMOVED, IS EXTREMELY
2 UNUSUAL IN TERMS OF THE MEDICAL PROFESSION. AND I THINK THAT
3 THAT TASK FORCE REALLY HAD TO TAKE A LOT OF COURAGE TO
4 CRITICIZE THEIR OWN, WHICH IS NOT SOMETHING THAT I'VE OBSERVED
5 IN THE MEDICAL PROFESSION. BUT I'D LIKE TO REALLY BRING THIS
6 TO SOME REALISM IN TERMS OF WHAT WE'RE FACING. WE'RE IN A
7 MEDIA BLITZ, OBVIOUSLY, AND THERE ARE SOME REAL PROBLEMS AT
8 DREW. A THIRD OF THE PROGRAMS ARE ON PROBATION. HOWEVER, OUT
9 OF THAT, THERE ARE ALSO MANY PROGRAMS THAT ARE NOT ON
10 PROBATION, SOME OF WHICH HAVE HAD NATIONAL ACCLAIM. AND I DO
11 THINK THAT WE HAVE TO LOOK AT THE WHOLE PICTURE. USUALLY, WHEN
12 YOU GET INTO THESE THINGS, YOU START TAKING THE WORST THING
13 AND YOU START POUNDING ON IT BECAUSE THAT'S WHAT YOU TALK
14 ABOUT. NO ONE EVER TALKS ABOUT SOME OF THOSE THINGS THAT ARE
15 GOOD. SOME OF THOSE DEPARTMENT HEADS ARE JOINT APPOINTMENTS
16 WITH U.C.L.A. IN OTHER WORDS, THEY TEACH AT U.C.L.A. JUST LIKE
17 THEY TEACH AT DREW, AND I KNOW THAT CERTAINLY SOME OF THOSE
18 DOCTORS THAT I'VE GONE TO AT U.C.L.A. ALSO COME OVER TO DREW.
19 SO IT'S NOT A REAL SIMPLE KIND OF SITUATION THAT WE WOULD LOVE
20 TO HAVE IT. IT'S A SITUATION OF WHERE YOU HAVE TO LOOK
21 DEPARTMENT BY DEPARTMENT. BUT I'D ALSO LIKE TO LOOK AT OUR OWN
22 SITUATION. HOW MANY RESIDENTS DO WE HAVE WORKING IN THAT
23 HOSPITAL? I KNOW, IN SURGERY, THERE WERE 30, BECAUSE I MET
24 WITH THEM, AND SO, WHEN THE SURGERY DEPARTMENT WAS CANCELED,
25 THERE WERE 30 RESIDENTS, ALL OF WHOM HAD CONTRACTS WITH THE



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1 COUNTY OF LOS ANGELES, WHO HAD TO GO OUT AND FIND OTHER
2 APPOINTMENTS FOR THEIR RESIDENCY. HOW MANY DO WE HAVE
3 THROUGHOUT THE WHOLE HOSPITAL?

4

5 **DR. THOMAS GARTHWAITE:** ABOUT 300.

6

7 **SUP. BURKE:** 300?

8

9 **DR. THOMAS GARTHWAITE:** YES.

10

11 **SUP. BURKE:** NOW, WHEN WE TERMINATE -- IF WE TERMINATE THIS
12 PROGRAM WITH DREW, WE HAVE TO FIND 300 PHYSICIANS TO TAKE
13 THEIR PLACE? OR HOW DO WE DO THAT? WHAT DO WE DO? THOSE
14 RESIDENTS, I ASSUME, ARE GONE, OR EITHER THEY HAVE TO GO TO
15 ANOTHER PROGRAM.

16

17 **DR. THOMAS GARTHWAITE:** THE SURGERY RESIDENTS DO, YES. WE'VE
18 BEEN WORKING WITH THE FACULTY AT THE MEDICAL CENTER, AND FRED
19 MAY KNOW MORE IN DETAIL THAN I, BUT I THINK WE HAVE COME UP
20 WITH AT LEAST A DRAFT CALL, PANT CALL AND COVERAGE SCHEDULE. I
21 DON'T KNOW THAT THERE'S FULL AGREEMENT THAT THIS WILL WORK BUT
22 WE'RE IN DISCUSSIONS WITH THE FACULTY THERE, THAT WOULD COVER
23 ALL THE SURGERY THAT NEEDS TO BE DONE OR HAS BEEN BEING DONE
24 WITHOUT ADDITIONAL FACULTY.

25



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1 **SUP. BURKE:** AND THAT'S FOR THE 30?

2

3 **DR. THOMAS GARTHWAITE:** WE HAVE TO ADD SOME PHYSICIANS
4 ASSISTANTS TO PROVIDE CERTAIN TYPES OF COVERAGE AT NIGHTS AND
5 FOLLOW-UP CARE AND THINGS LIKE THAT.

6

7 **SUP. BURKE:** AND SO THEY WOULD BE ABLE TO PROVIDE 300
8 PHYSICIANS FOR US TO COVER?

9

10 **DR. THOMAS GARTHWAITE:** NO, THAT'S JUST FOR SURGERY.

11

12 **SUP. BURKE:** OKAY. I WANT TO GET CLEAR. WHEN WE START TALKING
13 ABOUT -- LET'S -- SEPTEMBER, LET'S JUST CANCEL THIS WHOLE
14 THING OUT. WE HAVE 300 RESIDENTS AND THOSE PEOPLE HAVE TO COME
15 IN FROM SOMEWHERE TO COVER THE HOSPITAL?

16

17 **DR. THOMAS GARTHWAITE:** RIGHT. WHAT WE WOULD HAVE TO DO IS WE
18 WOULD HAVE TO LOOK AT THE AMOUNT OF WORK TO BE DONE IN EACH
19 PARTICULAR AREA, THEN WE WOULD NEED TO LOOK AT THE
20 PRODUCTIVITY OF AN AVERAGE PHYSICIAN TO DO THAT WORK, THE
21 SKILLS NECESSARY, AND THE ANCILLARY SUPPORT THAT MIGHT BE
22 NECESSARY, IN MANY CASES -- PHYSICIAN EXTENDERS -- IT'S A BIG
23 TASK.

24



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1 **SUP. BURKE:** I WANT TO BRING EVERYONE DOWN TO THE REALISM OF
2 WHAT WE'RE TALKING ABOUT. THAT THESE ARE SERIOUS ISSUES IN
3 TERMS OF OUR WHOLE TRAUMA NETWORK, IN TERMS OF OPERATING A
4 HOSPITAL AND WHAT HAS BEEN SUGGESTED BY THE SATCHER REPORT
5 SEEMED TO ME SO CONSISTENT WITH WHAT YOU SAID WHEN YOU FIRST
6 CAME HERE. THAT YOU WANT TO SEE A SYSTEM AND YOU WANT TO SEE
7 SOME OF THESE DEPARTMENTS FOLDED INTO OTHER HOSPITALS. AND I
8 WOULD LIKE TO GET SOME IDEA IN TERMS OF HOW LONG IT TAKES TO
9 GET THE ACCREDITATION OF A JOINT DEPARTMENT LIKE THAT. A.C.G.--
10 - I MEAN, MY UNDERSTANDING IS IF YOU PUT IN TWO -- YOU TAKE
11 OUT ONE DEPARTMENT, YOU PUT IN THAT TRAINING DEPARTMENT WITH
12 ANOTHER MEDICAL SCHOOL, THAT YOU HAVE TO GET ACCREDITATION FOR
13 IT. HOW LONG DOES THAT TAKE, ABOUT?

14

15 **DR. THOMAS GARTHWAITE:** I THINK IT WOULD USUALLY TAKES SIX
16 MONTHS TO A YEAR.

17

18 **SUP. BURKE:** ALL RIGHT. SO WHEN WE TALK ABOUT THE FACT THAT WE
19 WANT TO TRANSFER SOME OF THESE DEPARTMENTS AND JOIN THEM WITH
20 OTHER MEDICAL SCHOOLS, DO WE HAVE TO -- WHEN WOULD WE START
21 APPLYING FOR THAT IN ORDER TO GET THAT ACCREDITATION IF, IN
22 FACT, IT TAKES SIX MONTHS TO A YEAR TO GET IT?

23

24 **SUP. KNABE, CHAIR:** JUST A QUES-- DO YOU TRANSFER THE
25 DEPARTMENT OR THE INTERNS?



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1

SUP. BURKE: WELL, THE INTERNS -- FIRST OF ALL, TO INCREASE THE
NUMBER OF RESIDENTS YOU'D HAVE TO HAVE IF THAT -- ANOTHER
MEDICAL SCHOOL TOOK IT OVER, THAT MEDICAL SCHOOL WOULD HAVE TO
INCREASE THE NUMBER OF RESIDENTS THAT THEY HAVE. NOW, I KNOW
THAT, FOR INSTANCE, HARBOR RECENTLY RECEIVED AN INCREASE OF
THREE RESIDENTS IN SURGERY THAT THEY TOOK FROM DREW, BUT IT
WAS AFTER AN APPLICATION TO INCREASE THE NUMBER OF RESIDENTS
THAT THEY WERE ALLOWED. SO EVERY MEDICAL SCHOOL THAT TAKES
OVER ONE OF THESE -- TAKES OVER A SERIES OF THESE RESIDENTS IS
GOING TO HAVE TO GET SOME KIND -- UNLESS THEY HAVE VACANCIES,
THEY'RE GOING TO HAVE TO HAVE THOSE POSITIONS APPOINTED -- OR
APPROVED.

14

DR. THOMAS GARTHWAITE: RIGHT. IF YOU'RE TALKING ABOUT
COMBINING A RESIDENCY, LET'S SAY, IN RADIOLOGY, THAT WE WANTED
TO HAVE A COMBINED RADIOLOGY RESIDENCY BETWEEN HARBOR AND KING
DREW MEDICAL CENTER, THEN WE WOULD HAVE TO -- WE WOULD EITHER
HAVE TO APPLY FOR A CHANGE AND, SAY, IF HARBOR HAD THE
RESIDENTS, WE WOULD HAVE TO APPLY FOR A CHANGE. WE WOULD HAVE
TO ASSURE THE TRAINING PROGRAM AND THE GOALS AND OBJECTIVES
AND FACULTY AND SO FORTH AT KING DREW AND AT HARBOR, AND TO,
YOU KNOW, TO MAKE SURE THAT THE EXPERIENCE OF THE RESIDENTS
WAS CORRECT, THAT THE TEACHING WAS CARRIED OUT, PUT SYSTEMS IN
PLACE, THEN WE'D HAVE TO HAVE APPROVAL FROM THE A.C.G.M.E.



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1

2 **SUP. BURKE:** OF THAT PROGRAM?

3

4 **DR. THOMAS BRAITHWAITE:** IT IS A SIGNIFICANT AMOUNT OF WORK.

5 IT, YOU KNOW, IT'S POTENTIALLY DOABLE.

6

7 **SUP. BURKE:** I DON'T WANT...

8

9 **DR. SATCHER:** COULD I JUST SAY...

10

11 **SUP. BURKE:** YES.

12

13 **DR. SATCHER:** BECAUSE I'VE JUST GONE THROUGH SOME OF THIS.

14 SENATOR FRIST, IN THE MEDICARE LEGISLATION, HAD A COMPONENT IN

15 THERE THAT WOULD ALLOW FOR THE REDISTRIBUTION OF RESIDENCY

16 SITES, AND, YOU KNOW, THE IDEA BEHIND THAT WOULD BE A

17 SITUATION WHERE ONE INSTITUTION WANTED TO EXPAND ITS RESIDENCY

18 PROGRAM INTO ANOTHER, AND I KNOW THE BACKGROUND OF THAT. SO I

19 THINK WHAT YOU'RE TALKING ABOUT HERE IS PERHAPS THE SITUATION,

20 LET'S SAY RADIOLOGY, WHERE WE HAD A PROGRAM AT HARVARD, SAID,

21 "WE WANT TO ADD SIX RESIDENTS AND OUR RESIDENTS, IN ADDITION

22 TO WORKING HERE, WOULD ALSO HAVE AN OPPORTUNITY TO ROTATE AT

23 KING DREW," SO THE RESIDENTS AT KING DREW WOULDN'T JUST STAY

24 AT KING DREW, THEY WOULD ALSO BE ROTATING THROUGH HARVARD.

25 THAT'S ONE POSSIBILITY. AND SO THAT'S BEEN DONE BUT ALL OF IT



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1 HAS TO BE APPROVED UNLESS YOU'RE ALREADY APPROVED FOR 36
2 RESIDENTS, IF YOU WANT TO GO TO 40 OR 42, YOU'VE GET TO GET
3 THAT APPROVED. IT DOESN'T TAKE AS LONG AS STARTING A NEW
4 RESIDENCY PROGRAM.

5

6 **SUP. BURKE:** ALL RIGHT. THE REASON I'M SAYING THIS IS THAT I
7 WANT US TO HAVE SOME LEVEL OF REALISM AS WE APPROACH THIS
8 PROBLEM AND HOW IT CAN BE SOLVED IN VARIOUS WAYS. DO YOU TWO
9 HAVE SOMETHING THAT YOU WANTED TO ADD?

10

11 **SUP. YAROSLAVSKY:** YEAH, I JUST -- ON THE QUESTION YOU WERE
12 JUST ASKING, REALLY IN THE SPIRIT OF REALISM, WHEN THE
13 ACCREDITATION AGENCIES -- HOW MANY DEPARTMENTS ARE THERE AT
14 DREW? 18?

15

16 **DR. SATCHER:** THERE ARE ACTUALLY 19 PROGRAMS.

17

18 **SUP. YAROSLAVSKY:** 19 PROGRAMS. HOW MANY ARE ACCREDITED? HOW
19 MANY HAVE BEEN DE-ACCREDITED, WHATEVER THE APPROPRIATE
20 TERMINOLOGY IS, SINCE THIS ALL BEGAN?

21

22 **DR. SATCHER:** TWO.

23

24 **SUP. YAROSLAVSKY:** TWO, AND THERE'S ONE THAT'S UNDER PROBATION
25 OR REVIEW?



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1

2 **DR. THOMAS GARTHWAITE:** PROPOSED WITHDRAWAL.

3

4 **SUP. YAROSLAVSKY:** PARDON ME?

5

6 **DR. THOMAS GARTHWAITE:** PROPOSED WITHDRAWAL.

7

8 **SUP. YAROSLAVSKY:** OKAY, AND WHAT ARE THOSE THREE? THE TWO THAT
9 HAVE BEEN WITHDRAWN ARE ...?

10

11 **DR. THOMAS GARTHWAITE:** SURGERY AND RADIOLOGY.

12

13 **SUP. YAROSLAVSKY:** SURGERY AND RADIOLOGY.

14

15 **DR. THOMAS GARTHWAITE:** RIGHT. AND PERI-NATAL NEONATOLOGY IS
16 PROPOSED.

17

18 **SUP. YAROSLAVSKY:** IS BEING PROPOSED?

19

20 **DR. THOMAS GARTHWAITE:** RIGHT.

21

22 **SUP. YAROSLAVSKY:** AND THAT'S THE ONE THAT YOU'RE PROPOSING TO
23 CONSOLIDATE OVER AT HARVARD?

24

25 **DR. THOMAS GARTHWAITE:** YES.



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1

2 **SUP. YAROSLAVSKY:** WHAT IS THE REALISTIC IMPLICATION OF
3 DECERTIFICATION OF THOSE KINDS OF PROGRAMS FOR OUR RESIDENCY
4 PROGRAM AT THIS HOSPITAL? FORGET VOLUNTARILY SEVERING A
5 RELATIONSHIP. HOW MANY MORE OF THESE DE-CERTIFICATIONS IN THE
6 VARIOUS DEPARTMENTS OF THE -- I MEAN, SURGERY IS A PRETTY BIG
7 ONE, I WOULD THINK, AT A LEVEL THREE TRAUMA CENTER. HOW BIG OF
8 AN IMPACT IS THAT ON OUR ABILITY TO PROVIDE QUALITY SERVICE?

9

10 **DR. THOMAS GARTHWAITE:** WELL, I DON'T THINK IT HAS TO BE A HUGE
11 IMPACT ON THE ABILITY TO PROVIDE QUALITY SERVICE BUT IT
12 IMPACTS OTHER PROGRAMS LIKE ANESTHESIA AND OTHER SURGICAL
13 SPECIALTIES THAT REQUIRE A ROTATION THROUGH AN APPROVED
14 SURGERY PROGRAM AS PART OF THEIR TRAINING. SO THERE ARE
15 INTERRELATIONSHIPS WITH OTHER TRAINING PROGRAMS THAT MAKE IT
16 JUST MORE DIFFICULT TO RUN TRAINING PROGRAMS IF YOU LOSE
17 SURGERY, FOR INSTANCE.

18

19 **SUP. YAROSLAVSKY:** WHAT HAPPENS TO A SURGERY RESIDENT WHEN THE
20 SURGERY DEPARTMENT HAS BEEN DECERTIFIED AT THE UNIVERSITY, AS
21 IT HAS?

22

23 **DR. THOMAS GARTHWAITE:** WELL, WE'VE WORKED AND I THINK HAVE
24 PLACEMENT FOR VIRTUALLY EVERY ONE. I THINK THERE ARE A COUPLE



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1 WHO ARE WAITING TO HEAR FROM A PROGRAM HERE IN SOUTHERN
2 CALIFORNIA...

3

4 **SUP. YAROSLAVSKY:** BUT THEY'RE NOT PLACED...

5

6 **DR. THOMAS GARTHWAITE:** ...THEY COULD EASILY PLACE SOMEWHERE
7 ELSE.

8

9 **SUP. YAROSLAVSKY:** BUT THEY'RE NOT PLACED AT KING?

10

11 **DR. THOMAS GARTHWAITE:** RIGHT.

12

13 **SUP. YAROSLAVSKY:** THEY HAVE TO LEAVE KING?

14

15 **DR. THOMAS GARTHWAITE:** RIGHT. THEY LEAVE, RIGHT.

16

17 **SUP. YAROSLAVSKY:** SO, IN A SENSE, MY POINT IS, AND I
18 APPRECIATE THE REALISM THAT MRS. BURKE WAS TRYING TO BRING TO
19 IT WHICH IS LEGITIMATE. THE OTHER FLIP SIDE OF THAT SAME
20 REALISM IS, IF WE DON'T DO SOMETHING ABOUT THIS, IT'S GOING TO
21 TAKE CARE OF ITSELF. THAT'S WHY WE'RE HERE, IS BECAUSE -- NOT
22 BECAUSE YOU LOOKED AT IT OR I LOOKED AT IT OR ANYBODY ELSE
23 AROUND HERE LOOKED AT IT. THIS ALL REALLY SURFACED AND CAME TO
24 A HEAD WHEN ACCREDITATION AGENCIES STARTED DECERTIFYING
25 PROGRAMS, AND THAT'S WHEN IT BECAME ABUNDANTLY CLEAR TO



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1 EVERYBODY THAT WE HAD A CRISIS BEYOND ANYTHING WE'VE HAD
2 BEFORE. AND THAT HAS IMPLICATIONS FOR RESIDENTS AND I THINK,
3 NOT JUST FOR THE EDUCATIONAL PROGRAM, BUT TO SOME EXTENT, FOR
4 THE MEDICAL PROGRAM AS WELL.

5

6 **SUP. BURKE:** AND FOR WHO SERVICES OUR PATIENTS.

7

8 **SUP. KNABE, CHAIR:** BUT, I MEAN, JUST IN FOLLOW-UP, COULD THAT
9 BE THE SWORD? I MEAN, IF IT TAKES SIX MONTHS TO PROCEED WITH
10 THAT PROCESS, MAYBE YOU START THE PROCESS NOW. I MEAN, COULD
11 THAT BE PART OF THE SWORD OF THE NEGOTIATIONS AS WELL, TOO?

12

13 **DR. THOMAS GARTHWAITE:** I THINK THAT BOTH -- I DON'T WANT TO
14 SPEAK FOR DREW, BUT I THINK THAT -- I THINK WE BOTH REALIZE
15 THE IMMEDIACY OF THIS. I'VE TALKED TO BOTH THE PRESIDENT OF
16 THE BOARD AND THE INTERIM PRESIDENT OF THE UNIVERSITY AND WE
17 SHARE YOUR PERCEPTION THAT IMMEDIACY IS CRITICAL HERE. WE NEED
18 TO MAKE AS MUCH PROGRESS AS QUICKLY AS POSSIBLE AS WE CAN AND
19 THERE'S NO HESITATION FROM EITHER SIDE, I THINK, ON THAT.

20

21 **SUP. KNABE, CHAIR:** OKAY. ARE YOU THROUGH, SUPERVISOR BURKE,
22 SUPERVISOR MOLINA?

23

24 **SUP. BURKE:** I HAD JUST ONE OTHER -- I CAN COME BACK TO IT
25 BECAUSE I HAVE...



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1

2 **SUP. KNABE, CHAIR:** IF YOU HAVE ONE, THEN SUPERVISOR MOLINA,
3 WHEN YOU'RE FINISHED.

4

5 **SUP. BURKE:** I'LL LET SUPERVISOR MOLINA GO.

6

7 **SUP. MOLINA:** I THINK THERE CONTINUES TO BE THIS GHOST OR THIS
8 CLOUD THAT CONTINUES TO BE OVER M.L.K., AND IT'S VERY
9 TROUBLESOME BECAUSE IT COMES IN AND INTERFERES TO THAT ABILITY
10 AND THAT CULTURE OF CHANGE. AND I THINK WE NEED TO TALK ABOUT
11 IT BECAUSE I THINK THAT, IN MY DISCUSSION YESTERDAY WITH THE
12 INTERIM DIRECTOR AND THE NEW CHAIR, I WAS VERY FRANK WITH THEM
13 ABOUT -- THAT WE REALLY -- WE NEED TO SEE SOME COMMANDING
14 PRESENCE OF LEADERSHIP AND DR. SATCHER MENTIONED IT FROM THE
15 VERY BEGINNING. WE'RE SUPPOSED TO TRUST THAT WE WILL IMPLEMENT
16 AND WE WILL PROVIDE YOU RESOURCES AND DEAL WITH THE REALITY OF
17 THE SITUATION BUT IF THERE ISN'T A COMMANDING LEADERSHIP TO
18 EMBRACE THOSE CHANGES AND TO MAKE THOSE CHANGES, THEN IT'S NOT
19 -- THEN WE WILL HAVE THE SAME SITUATION. AND I'M NOT SO SURE
20 THAT I'M NECESSARILY SAYING, "WHAT'S YOUR EXIT PLAN," BECAUSE
21 THAT'S NOT WHERE I WANT TO GO. BUT THE POLITICAL, THE
22 POLITICAL PROBLEM OUT THERE STILL EXISTS, AND WE KEEP, YOU
23 KNOW, WE'RE, LIKE, WALKING AROUND ON PINS AND NEEDLES ABOUT
24 THOSE ISSUES, AND I DON'T WANT TO SAY BECAUSE OF THE CHANGING
25 DEMOGRAPHICS, DOES IT HAVE TO HAVE A CHANGE OF WHAT GOES ON AT



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1 M.L.K. EVERYBODY RESPECTS AND HONORS THE HISTORY OF HOW M.L.K.
2 CAME ABOUT AND THE LEADERSHIP THAT PUT IT TOGETHER, AND WE ARE
3 GRATEFUL TO THAT. BUT THERE IS A SENSE OF OWNERSHIP THERE THAT
4 BETRAYS ITS FUTURE, ALMOST. AND I DON'T KNOW HOW TO APPROACH
5 IT OTHER THAN JUST SAYING IT STRAIGHT OUT AND I THINK THAT,
6 YOU KNOW, I'M TRYING TO FIGURE OUT -- I STILL GET THE LASSIE
7 LETTERS, GOT ANOTHER ONE TODAY, ABOUT, YOU KNOW, THE DIVERSITY
8 ISSUE AND HERE'S THE PROBLEM AND THE NURSE ONLY GOT FIRED
9 BECAUSE SHE'S AFRICAN AMERICAN AND... MY CONCERN IS IS THAT WE
10 NEED TO FIND SOME WAY THAT WE CAN -- THE CHANGE ISN'T JUST IN
11 THE ORGANIZATION, IN THE INSTITUTION, IN THE DREW MEDICAL
12 SCHOOL AND ALL OF THAT. I THINK IT HAS TO BE HERE AND IN THE
13 COMMUNITY, AND THERE HAS TO BE SOME WORK DONE WITHIN THE
14 INSTITUTION AND OUTSIDE OF THE INSTITUTION TO COMMUNICATE TO
15 PEOPLE THAT WHAT WE'RE ATTEMPTING TO DO IS TO GET THIS
16 ORGANIZATION TO SURVIVE, TO GET THIS INSTITUTION TO CONTINUE
17 TO SURVIVE, AND THAT SOME OF THE PEOPLE WHO ARE SO INTIMIDATED
18 BY THIS POLITICAL -- BY THIS CHANGE, AND THEY GO OUT AND
19 RUSTLE ALL THE POLITICAL FOLKS AND THEY GET THEM ALL HOSTILE
20 AND ANGRY AND TALK ABOUT THIS TAKEOVER AND ALL THAT IS GOING
21 ON AND CREATE VERY INTIMIDATING FEARS TO FOLKS ARE REALLY
22 GOING TO LEAD TO THE DEMISE OF THIS ORGANIZATION, I THINK, IN
23 THE LONG RUN. AND SO I'M WONDERING, I KNOW THAT ALL OF YOU
24 HAVE BEEN INVOLVED IN IT IN ONE WAY OR ANOTHER, AND I GUESS
25 I'M ASKING YOU AS WELL, AND IT WAS ALMOST BETWEEN THE LINES OF



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1 YOUR REPORT, OKAY, SOME OF THE CRONYISM, SOME OF THE
2 PROTECTIVE PART OF IT. SUPERVISOR BURKE TALKED TO THE COURAGE
3 THAT YOU DID IN -- AND I DON'T WANT TO SAY ASKING FOR AN
4 OUSTER, BECAUSE IT WAS A MATTER OF DEALING WITH THE REALITY OF
5 THE SITUATION. THERE WERE PEOPLE THERE WHO WEREN'T FUNCTIONING
6 TO THE MAXIMUM LEVEL AND WE SHOULD BE ASKING THAT THAT HAPPEN.
7 BUT THERE SEEMS TO ALSO BE THIS PROTECTIVE LAYER THAT WE NEED
8 TO GET OUT FROM UNDER AND EVERYONE NEEDS TO WORK TOGETHER TO
9 UNDERSTAND. IT ISN'T ABOUT FORGETTING ITS HISTORY, IT'S ABOUT
10 HOW DO WE ENRICH WHAT HAS BEEN THERE AND HOW DO WE MAKE IT GO
11 FORWARD. WE WOULD LIKE TO SEE -- I MEAN, THERE IS NOTHING
12 BETTER THAN TO HAVING CHARLES DREW UNIVERSITY BRINGING IN
13 MINORITIES, MORE MINORITIES THAN ANY OTHER -- I DON'T KNOW THE
14 STATISTICS -- THAN ANY OTHER MEDICAL SCHOOL AND WE NEED TO
15 TAKE PRIDE IN THAT ASPECT OF IT AND THE TRAINING THAT GOES ON
16 THERE, BUT THERE JUST SEEMS TO BE THIS, I CALL IT A POLITICAL
17 GHOST, THAT KEEPS COMING IN AND, YOU KNOW, POUNDING ITS CHEST
18 EVERY SO OFTEN THAT GETS PEOPLE TO BACK OFF AND EVEN OPERATES--
19 EVEN OPERATES WITH THE SIMPLICITY OF, "WHY DON'T YOU MEET WITH
20 THIS PERSON OR COULD YOU DISCUSS WHAT YOU'RE DOING WITH THIS
21 PERSON?" THAT IS TROUBLESOME. IF WE DON'T GIVE THE AUTHORITY,
22 THE RESPONSIBILITY AND THE WILLINGNESS TO REALLY FORCE SOME
23 ACCOUNTABILITY ISSUES TO THIS DEPARTMENT AND TO THESE
24 RECOMMENDATIONS, THEN I WORRY -- THEN WE'RE ALSO DO NOT HAVE
25 THE CULTURE OR THE COURAGE TO CHANGE, EITHER, BECAUSE WE'RE



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1 INTIMIDATED BY THOSE FACTORS, AND THEY NEED TO BE CONFRONTED.
2 AND I'D APPRECIATE, DR. DAVID SATCHER, I THINK THAT YOU, YOU
3 KNOW WHAT GOES ON OUT THERE IN -- HOW DO WE OVERCOME SOMETHING
4 LIKE THIS? BECAUSE IT'S AN INSIDE/OUTSIDE KIND OF SITUATION.

5

6 **DR. DAVID SATCHER:** WELL, FIRST, LET ME SAY THAT I THINK THE
7 CHANGE IN DEMOGRAPHICS OF THAT COMMUNITY, THE CHANGES DO, IN
8 FACT, REQUIRE CHANGES AT DREW AND AT MARTIN LUTHER KING. THE
9 WHOLE HISTORY OF THIS INSTITUTION IS A MISSION THAT'S BASED ON
10 THE COMMUNITY THAT IT SERVES AND CERTAINLY, IF THE COMMUNITY
11 CHANGES, THAT MEANS YOU'VE GOT TO MAKE CHANGES IN THE
12 INSTITUTION IN ORDER TO ACCOMMODATE CHANGES IN THAT COMMUNITY.
13 SO -- AND I THINK THE WHOLE COUNTRY IS CHALLENGED BY THAT, BUT
14 I WON'T GET INTO THAT RIGHT NOW, AND THAT'S WHY I KEEP SAYING
15 THERE'S SOME REAL OPPORTUNITIES HERE. YOU HAVE A COMMUNITY
16 THAT HAS CHANGED DRAMATICALLY. HAVE WE RESPONDED TO THAT
17 CHANGE IN TERMS OF PERSONNEL, LEADERSHIP, PROGRAMS, ET CETERA?
18 AND TO THE EXTENT THE ANSWER TO THAT QUESTION IS "NO," THIS
19 EFFORT ON THE PART OF THE COUNTY AND OF DREW IN THE NEXT FEW
20 MONTHS MUST BE AN EFFORT THAT'S TARGETED TO MORE RESPONSIBLY
21 DEAL WITH THE CHANGE IN THE DEMOGRAPHICS IN THAT COMMUNITY. I
22 THINK IT'S A TREMENDOUS -- I SEE IT AS A TREMENDOUS
23 OPPORTUNITY. MAYBE THAT'S BECAUSE OF MY OWN NATURE IN TERMS OF
24 BEING OPTIMISTIC, BUT YOU'VE GOT TO CHANGE THE WAY YOU DO
25 BUSINESS TO DEAL WITH A COMMUNITY THAT HAS DIFFERENT KINDS OF



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1 NEEDS, BUT ALSO THAT REPRESENTS AN OPPORTUNITY TO DEVELOP A
2 MODEL OF MULTICULTURAL PUBLIC HEALTH AND MEDICAL CARE THAT'S
3 RARE IN THIS COUNTRY. SO I DO BELIEVE THAT THE CHANGE IN
4 DEMOGRAPHIC IS IMPORTANT. I THINK IT REQUIRES A CHANGE IN THE
5 WAY THE INSTITUTION DOES BUSINESS, BOTH AT THE HOSPITAL AND AT
6 THE SCHOOL. WE TRIED TO SAY THAT IN OUR REPORT AND MAYBE, AS
7 YOU SAY, WE DIDN'T MAKE IT CLEAR ENOUGH BUT I THINK, TO THE
8 EXTENT THAT PEOPLE THE DREW ARE NOT AWARE OF THAT, AND I THINK
9 THEY ARE NOW, I THINK-- AND TO THE EXTENT THAT THE COUNTY IS
10 NOT AWARE OF THE NEED TO REALLY MAKE CHANGES THAT REFLECT AND
11 RESPOND TO CHANGES IN THE COMMUNITY, I THINK WE DO HAVE A
12 PROBLEM, SO I WOULDN'T BACK AWAY FROM THE IMPLICATION OF THE
13 CHANGE IN DEMOGRAPHICS. THE MISSION OF THE CHARLES R. DREW
14 UNIVERSITY OF MEDICINE AND SCIENCE IS TO CONDUCT EDUCATION AND
15 RESEARCH IN THE CONTEXT OF COMMUNITY, COMMUNITY SERVICES, IN
16 ORDER TO TRAIN PHYSICIANS AND ALLIED HEALTH PROFESSIONALS TO
17 PROVIDE CARE WITH EXCELLENCE AND COMPASSION, ESPECIALLY TO
18 UNDERSERVED POPULATIONS. SO THE WHOLE MISSION IS BUILT AROUND
19 MODELS BASED ON THE COMMUNITY THAT IT SERVES.

20
21 **SUP. MOLINA:** BUT HOW DO WE, AS A BOARD, HOW DO WE, AS POLICY
22 MAKERS HERE, WHO REALLY WANT TO SEE THE INSTITUTION SURVIVE
23 AND MAKE IT THROUGH THE PROCESS, WHO WANT TO MAKE SURE THAT
24 IT'S RESPECTFUL OF THE CHANGING DEMOGRAPHICS, BUT WHAT DO WE
25 DO WHEN THESE POLITICAL FORCES SURROUND, YOU KNOW, SOME OF



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1 THESE MEETINGS, PARTICULARLY OUTSIDE OF THIS VENUE. I MEAN,
2 NOT MANY OF THEM COME HERE, BUT THEY DO -- ARE THERE, WHETHER
3 THEY'RE CALLING ON SUPERVISOR BURKE OR HER STAFF OR WHETHER
4 THEY'RE CALLING ON THE DEPARTMENT FOLKS FROM TIME TO TIME, IN
5 AN ALMOST HOSTILITY ABOUT SOME OF THESE THINGS THAT -- HOW DO
6 WE CREATE -- HOW DO WE COMMUNICATE TO PEOPLE AS CLEARLY AS
7 POSSIBLE THAT WHAT WE'RE TRYING TO DO IS NOT TO DAMAGE THE
8 ORGANIZATION BUT TO HOPEFULLY BUILD TOGETHER THE PARTNERSHIP
9 THAT YOU'RE TALKING ABOUT? BECAUSE ONE COULD LOOK AT THE
10 TERMINATION OF THE CONTRACT, SAY, "OKAY, IT'S A GONER," YOU
11 KNOW, BUT, INSTEAD, IT CAN ALSO BE LOOKED AT AS AN
12 OPPORTUNITY, WHICH IS, I THINK, HOW DR. GARTHWAITE HAS PUT
13 FORTH THE RECOMMENDATION THAT WE START LOOKING AT ALL ASPECTS
14 OF IT BUT, WITHIN IT, WE WANT TO BUILD STRONGER
15 ACCOUNTABILITY, BETTER REPORTING MECHANISMS, MORE MUTUAL
16 RESPECT OF WHEN EACH OTHER NEEDS MORE RESOURCES AND THINGS OF
17 THAT SORT. BUT IT ALSO HAS TO BE OUT IN THE COMMUNITY THAT
18 PEOPLE ARE GOING TO UNDERSTAND, AND THOSE POLITICAL FORCES OUT
19 THERE, THAT THIS IS ABOUT THE SURVIVAL OF THIS INSTITUTION AND
20 OF THIS IMPORTANT MEDICAL FACILITY. I'M TRYING TO FIGURE OUT,
21 WHAT IS IT THAT I DO? WHAT IS IT THAT I NEED TO GIVE TO YOUR
22 RECOMMENDATIONS, TO THIS CHANGE, WHAT IS IT THAT I NEED TO DO?
23 AUTHORITY? RESPONSIBILITY? WHAT IS IT THAT I NEED TO DO? I
24 WOULD WELCOME ANY IDEAS THAT YOU MAY HAVE.

25



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1 **DR. DAVID SATCHER:** WELL, LET ME BEGIN BY SAYING, YOU KNOW, I'M
2 NOT AN EXPERT IN TERMS OF POLITICS. I ADMIRE PEOPLE WHO RUN
3 FOR OFFICE AND HAVE TO GO BACK AND BE ACCOUNTABLE TO THE
4 PEOPLE WHO ELECTED THEM. I HAVE BEEN APPOINTED. I WAS
5 APPOINTED DIRECTOR OF THE C.D.C., I WAS APPOINTED SURGEON
6 GENERAL AND ASSISTANT SECRETARY FOR HEALTH BUT I UNDERSTAND
7 EXACTLY WHAT YOU'RE SAYING. I WOULD BEGIN BY SAYING THIS
8 PROCESS THAT WE'RE DESCRIBING HERE NEEDS TO BE AS TRANSPARENT
9 AS POSSIBLE. I THINK PEOPLE OUGHT TO BE AWARE OF THE CHANGES
10 THAT ARE TAKING PLACE. I THINK THERE OUGHT TO BE COMMUNITY
11 MEETINGS. I THINK THERE OUGHT TO BE REGULAR UPDATING OF WHAT'S
12 GOING ON. SO I THINK IT HAS TO BE SO TRANSPARENT THAT PEOPLE
13 IN THE COMMUNITY, ON A DAY-TO-DAY BASIS, KNOW ABOUT THE
14 CHANGES THAT ARE TAKING PLACE. WE TALKED ABOUT OMBUDSMANSHIP
15 AND THE NEED TO USE THAT KIND OF PROCESS SO THAT PEOPLE ALWAYS
16 HAVE A PLACE TO CALL IF THEY HAVE QUESTIONS. THERE ARE GOING
17 TO BE RUMORS GALORE. INSECURE PEOPLE USE RUMORS, YOU KNOW, TO
18 EXACERBATE SITUATIONS THAT THEY THINK WILL HELP TO PROTECT
19 THEM AND THEIR OUR POSITIONS. SO I THINK THAT TRANSPARENCY IS
20 FIRST AND FOREMOST, AND I THINK BEING ENGAGED. YOU KNOW
21 THERE'S A PROPOSAL BEFORE THE CALIFORNIA ENDOWMENT FUND THAT
22 WOULD REALLY TRY TO GET SUPPORT IN BOTH THE MANAGEMENT
23 OVERHAUL AND IN DEVELOPING A CENTER OF EXCELLENCE FOR
24 MULTICULTURAL HEALTH. AND I KNOW ONE OF THE CONCERNS THAT THEY
25 HAVE IS THAT, WILL THERE BE A COMMITMENT ON THE PART OF ALL



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1 INVOLVED, THE COUNTY, DREW, THE UNIVERSITY OF CALIFORNIA,
2 U.S.C. TO HAVE SOME KIND OF STEERING COMMITTEE THAT'S
3 EMPOWERED TO MAKE CHANGES THAT NEED TO BE MADE, AND THE ONLY
4 WAY THEY CAN GET THAT POWER IS TO GET IT FROM YOU AND OTHERS
5 WHO HAVE AUTHORITY OVER THAT SITUATION. I THINK THAT'S WHAT
6 WE'RE TALKING ABOUT.

7

8 **SUP. MOLINA:** RIGHT. I'M GOING TO MAKE A RECOMMENDATION. I
9 DON'T THINK WE NEED TO DO IT NOW, BUT I THINK THAT THIS BOARD
10 NEEDS TO GO OUT TO THE COMMUNITY AND HAVE A HEARING IN THE
11 COMMUNITY TO ADDRESS SOME OF THESE ISSUES AND TO LISTEN TO THE
12 COMMUNITY, AND I THINK IT WOULD BE WORTHWHILE. WE'VE TALKED
13 ABOUT SETTING ASIDE A SEPARATE TIME BECAUSE -- I DON'T THINK
14 RIGHT NOW IS NECESSARILY THE TIME. THERE'S A LOT OF
15 INTIMIDATION AND FEAR WITH JUST THE RECOMMENDATIONS AT THIS
16 POINT. AND CERTAINLY DREW IS TRYING TO REORGANIZE, AS I
17 UNDERSTAND IT, AND MAKE AN EFFORT THERE BUT MAYBE IN A MONTH
18 TO TALK ABOUT HAVING THIS BOARD GO AND HAVE A HEARING IN THE
19 COMMUNITY TO LISTEN AND TO EXPLORE AND TO BUILD ON THAT
20 PARTNERSHIP THAT YOU'RE TALKING ABOUT. I THINK IT WOULD HAVE
21 VALUE BECAUSE THERE ARE NOT A LOT OF PEOPLE, AND I THINK THAT
22 WE NEED TO CONFRONT SOME OF THESE SITUATIONS BECAUSE OTHERWISE
23 WE'RE GOING TO CONTINUE TO BE TALKING ABOUT IT AND I'M SAYING,
24 A YEAR FROM NOW, WE'RE GOING TO BE IN THE SAME SITUATION, AND
25 I THINK THE CHANGING DEMOGRAPHICS ARE VERY INTIMIDATING TO A



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1 LOT OF FOLKS BECAUSE -- FROM THE PREMISE OF HOW M.L.K.
2 STARTED. BUT, AT THE SAME TIME, I THINK THAT THEY HAVE TO BE
3 APPROACHED WITH A KIND OF SENSIBILITY AND UNDERSTANDING OF
4 THAT REALITY BUT, AT THE SAME TIME, WHAT DOES IT MEAN FOR
5 THEM, YOU KNOW? AND SO I HOPE IT ISN'T "MOVE OVER AND GET OUT
6 OF THE WAY" BUT HOW DO WE TRANSITION, HOW DO WE WORK TOWARD
7 IT, HOW DO WE MAKE IT FUNCTION AND WORK SO THAT THE COMMUNITY
8 IS PARTICIPATING AND RECEIVING THE FULL BENEFIT? AND I'M NOT
9 JUST TALKING ABOUT M.L.K. BUT ALSO OF THE MEDICAL UNIVERSITY
10 AND THAT'S A VERY CRITICAL COMPONENT OF HOW M.L.K. BEGAN, IT'S
11 VERY BEGINNINGS AND IT STILL HAS A ROLE TO FULFILL AND WE
12 DON'T NECESSARILY NEED TO TALK ABOUT AN EXIT PLAN BUT HOW DO
13 WE ASSURE THAT THOSE GOALS ARE GOING TO BE ACHIEVED AND THAT
14 PARTNERSHIP IS GOING TO BE PUT IN PLACE? SO THAT'S A
15 RECOMMENDATION THAT I WOULD MAKE. THAT MAYBE, NOT NOW, BUT IN
16 A MONTH FROM NOW, WE MIGHT BE ABLE TO SCHEDULE SOMETHING IN
17 THE COMMUNITY AND IT'S NOT GOING TO BE AN EASY THING TO DO. I
18 MEAN, I'M SURE THERE'S GOING TO BE A LOT OF HOSTILITY BUT I
19 THINK THE ISSUE OF TRANSPARENCY, AS YOU MENTIONED, DR. DAVID
20 SATCHER, IS REALLY AN ESSENTIAL ONE. THEY NEED TO KNOW WHERE
21 WE'RE AT AND WHY WE'RE DOING IT. THEY NEED TO HEAR FROM US BUT
22 WE ALSO NEED TO LISTEN.

23

24 **DR. DAVID SATCHER:** THAT'S RIGHT.

25



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1 **SUP. KNABE, CHAIR:** SUPERVISOR BURKE?

2

3 **SUP. BURKE:** I'D LIKE TO ADDRESS THE POLITICAL ISSUE. I WANT TO
4 GO ON RECORD TO SAY WHAT I'VE SAID TO THE COMMUNITY AND THAT
5 I'VE SAID TO THOSE PEOPLE WHO ARE POLITICAL, WHETHER THEY'RE
6 ELECTED OR WHETHER THEY'RE APPOINTED. MY FEELING IS THAT WE
7 HAVE TO MOVE BEYOND ETHNICITY AND WE HAVE TO ADDRESS THE
8 PROBLEMS OF MARTIN LUTHER KING IN TERMS OF ATTRACTING THE BEST
9 POSSIBLE ADMINISTRATOR, THE BEST POSSIBLE STAFF, THE BEST
10 POSSIBLE DOCTORS. I'M WILLING TO TAKE THE HEAT WHEN THE
11 ACCUSATIONS HAVE BEEN MADE TO ME THAT A WHITE GROUP OF
12 MANAGERS WERE SENT OUT IN ORDER TO CHANGE THE WAY THE HOSPITAL
13 OPERATED. I WILL NOT SAY TO YOU THAT I HAVE NOT BEEN SUBJECT
14 TO CONSIDERABLE COMMENT BECAUSE THE MANAGEMENT TEAM WAS WHITE.
15 AND WHAT I HAVE SAID IS WE HAVE TO HAVE THE BEST POSSIBLE
16 MANAGERS TO CORRECT A DIFFICULT SITUATION AND A SITUATION THAT
17 HAS PROBLEMS. NOW, I'M WILLING TO TAKE THE HEAT ON THAT. AT
18 THE SAME TIME, I DO HAVE TO POINT OUT THAT, IF YOU LOOK AT THE
19 COMPOSITION OF THE PHYSICIANS WHO WERE THERE, IT IS NO LONGER
20 AN AFRICAN AMERICAN HOSPITAL MADE UP OF AFRICAN AMERICAN
21 PHYSICIANS. IT IS HEAVILY DIVERSE IN TERMS OF THE PHYSICIANS.
22 IF YOU LOOK AT THE HEADS OF THE DEPARTMENTS, IT DOES NOT
23 NECESSARILY HAVE THAT SAME DIVERSITY BECAUSE, TRADITIONALLY,
24 MANY OF THE PEOPLE WHO CAME ON 25 YEARS AGO ARE STILL THERE.
25 MANY OF THE DOCTORS WHO ARE HEADS OF DEPARTMENTS AT DREW AND



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1 AT MARTIN LUTHER KING ARE PHYSICIANS WHO WERE PART OF THE
2 INITIAL DEVELOPMENT OF THE HOSPITAL AND SOME OF THOSE PEOPLE
3 ARE EXCELLENT. SOME OF THEM MAY NOT BE SO EXCELLENT. SO WHAT
4 WE HAVE TO TALK ABOUT IS EXCELLENCE AND ACHIEVING THE BEST
5 POSSIBLE STAFF TO MEET THE NEEDS OF A COMMUNITY THAT HAS
6 TREMENDOUS REQUIREMENTS. SO I WANT TO BE VERY CLEAR. AS FAR AS
7 I'M CONCERNED, THE PEOPLE WHO HAVE TO GO THERE AND WHO HAVE TO
8 DO THE WORK CAN BE OF WHATEVER ETHNICITY IS NECESSARY IN ORDER
9 TO ACHIEVE WHAT MUST HAPPEN. AND I SAY THAT TO YOU AS -- DR.
10 GARTHWAITE, I SAY THAT TO YOU, FRED LEAF, THAT I DON'T THINK
11 YOU HAVE EVER HEARD ME SAY, "WELL, I'VE GOT TO HAVE A BLACK
12 PERSON THERE," BECAUSE THAT'S NOT THE WAY I OPERATE. AND I AM
13 NOT SAYING IT NOW AND I'M NOT SAYING IT ANYWHERE ELSE BUT I
14 WILL SAY, "DON'T DISCRIMINATE AGAINST A PERSON WHO HAS THE
15 ABILITIES AND WHO CAN HAVE SOMETHING TO ACHIEVE AND WHO CAN
16 MAKE A CONTRIBUTION BECAUSE OF THEIR ETHNICITY." NOW, LET ME
17 ADDRESS THE CHANGE OF DEMOGRAPHICS. THERE'S NO QUESTION THERE
18 HAS BEEN A CHANGE IN TERMS OF DEMOGRAPHICS. AT ONE TIME, YOU
19 HAVE TO REALIZE, THERE WAS ALSO AN E.E.O.C. COMPLAINT AGAINST
20 THE UNIVERSITY. THAT WAS ALL RESOLVED. NOW, IT STARTED AT
21 U.S.C., INCIDENTALLY, AND IT CAME OVER TO MARTIN LUTHER KING
22 HOSPITAL BUT IT WAS INITIALLY AT U.S.C. THOSE ISSUES HAVE BEEN
23 RESOLVED AND, AS FAR AS I KNOW, THERE ARE NO COMPLAINTS AT
24 THIS POINT THAT THERE IS EITHER INADVERTENT OR ABSOLUTELY
25 INTENTIONAL DISCRIMINATION IN TERMS OF PLACEMENT OF PERSONNEL.



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1 AND I WANT TO SAY TO YOU THAT I'D BE THE FIRST ONE TO COMPLAIN
2 IF I FOUND THAT THAT WAS THE CASE. SO, WHEN WE MOVE FORWARD,
3 LET'S TRY TO MOVE FORWARD IN TERMS OF EXCELLENCE AND PUT
4 BEHIND US SOME OF THESE ISSUES IN TERMS OF ETHNICITY. IT'S A
5 DIVERSE COMMUNITY, IT'S A HOSPITAL THAT, IF YOU LOOK AT THE
6 PHYSICIANS WHO ARE WORKING THERE, ARE THE MOST DIVERSE IN THE
7 COUNTY. HEAVILY FOREIGN. IT'S VERY TRUE. THERE'S NO QUESTION
8 ABOUT IT. THEY ARE HEAVILY FROM OTHER COUNTRIES. BUT I FIND
9 THAT WHEREVER I GO. WHEN I GO TO PRIVATE HOSPITALS, I FIND
10 THAT THE NURSES ARE HEAVILY FOREIGN. I FIND THE DOCTORS COME
11 FROM A VARIETY OF DIFFERENT COUNTRIES. THEY DON'T ALL COME
12 FROM THE UNITED STATES. SO I'M WILLING TO COOPERATE AND DO
13 WHATEVER I CAN BECAUSE I WANT TO SEE THAT HOSPITAL REMAIN AND
14 GO FORWARD. AND I ALSO WANT TO SEE THE MEDICAL SCHOOL REMAIN
15 AND GO FORWARD. AND I'M NOT HIDING THAT. THAT IS MY GOAL. BUT
16 I DON'T SAY THAT IT HAS TO GO FORWARD UNDER -- AT ALL
17 CONDITIONS AND PASSING UP OR PUTTING UNDER THE RUG SOME THINGS
18 THAT MUST BE ADDRESSED. THIS IS A TIME TO PUT EVERYTHING ON
19 THE TABLE, SOLVE EVERYTHING, AND MOVE FORWARD.

20

21 **SUP. KNABE, CHAIR:** THANK YOU. IF THERE ARE NO MORE QUESTIONS,
22 WE HAVE A NUMBER OF MEMBERS OF THE PUBLIC THAT HAVE SIGNED UP
23 TO SPEAK ON THIS PARTICULAR ITEM. FRED, WERE YOU RAISING YOUR
24 HAND?

25



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1 **COUNSEL PELLMAN [FRED LEAF??]:** MR. CHAIR, I JUST WANTED TO
2 MAKE SURE WE ARE REQUESTING, AT SOME POINT, THE BOARD'S ACTION
3 ON OUR RECOMMENDATIONS.

4

5 **SUP. KNABE, CHAIR:** RIGHT BUT WE'RE GOING TO TAKE PUBLIC
6 TESTIMONY AND THEN WE'LL DEAL WITH THE ACTION. AND, AGAIN, DR.
7 DAVID SATCHER, TO YOU AND YOUR TASK FORCE, A HEARTFELT THANKS
8 FOR ALL OF YOUR EFFORTS ON BEHALF OF NOT ONLY THE UNIVERSITY,
9 THE COUNTY AND ALL THE CITIZENS THAT IT'S IMPACTED SO WE
10 APPRECIATE YOU BEING HERE AS WELL.

11

12 **DR. DAVID SATCHER:** THANK YOU. WELL, YOU'RE QUITE WELCOME.

13

14 **SUP. KNABE, CHAIR:** WE APPRECIATE YOU BEING HERE TODAY AS WELL,
15 TOO.

16

17 **DR. DAVID SATCHER:** THANK YOU.

18

19 **SUP. KNABE, CHAIR:** AND TO THE DEPARTMENT, STAY CLOSE. BUT,
20 FIRST OF ALL, I'D LIKE TO CALL FORWARD COUNCILWOMAN JANICE
21 HAHN, WHO IS HERE, AS WELL AS DR. ROBERTA BRUNI AND DR.
22 CAMILLY, IF I'VE SAID THOSE NAMES CORRECTLY. IF NOT, I
23 APOLOGIZE, IF THEY'RE STILL HERE. WE, WE HAVE FOUR CHAIRS UP
24 THERE, SO... DR. IKE AS WELL, TOO. DR. IKE, IF YOU'D COME
25 FORWARD.



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1
2 **JANICE HAHN:** THANK YOU, MR. CHAIRMAN, MEMBERS OF THE BOARD, I
3 APPRECIATE THIS OPPORTUNITY TO SPEAK AND, AS MANY PEOPLE IN
4 THE COUNTY OF LOS ANGELES, I HAVE BEEN ONE OF THOSE WHO HAVE
5 BEEN WATCHING WHAT'S BEEN GOING ON AT THE HOSPITAL AND, LIKE
6 MANY OF THE CONSTITUENTS I SERVE, MANY OF THE TIMES, THE ONLY
7 NEWS I HEAR ABOUT WHAT'S GOING ON IS TO READ IT IN THE PAPER,
8 AND SOME OF THAT HAS BEEN EXTREMELY TROUBLING TO ME. AND I, OF
9 COURSE, HAVE WONDERED WHEN AND IF IT WOULD BE APPROPRIATE FOR
10 ME TO WEIGH IN ON THIS ISSUE, AND I FEEL LIKE NOW IS THE RIGHT
11 TIME FOR ME BECAUSE I AGREE WITH WHAT WAS SAID EARLIER, WE ARE
12 AT A MOMENT IN TIME WHERE WE HAVE THE OPPORTUNITY TO REALLY
13 MOVE FORWARD AND REFORM THE INSTITUTION, REFORM THE HOSPITAL,
14 AND HOLD IT ACCOUNTABLE. AND MS. MOLINA WAS TALKING ABOUT
15 GHOSTS OVER THIS HOSPITAL, AND I DARESAY, THE REASON I AM HERE
16 TODAY IS BECAUSE I WILL INVOKE THE GRAND- DADDY OF ALL GHOSTS
17 OVER THIS HOSPITAL AND THAT IS, OF COURSE, MY FATHER, KENNY
18 HAHN, WHO, WITH ALL RESPECT, CONSIDERED IT HIS HOSPITAL. AND,
19 WHILE HIS NAME ADORNS THIS BUILDING, IT WAS CLEAR AT THE END
20 OF HIS LIFE THAT THE ONE THING HE WAS MOST PROUD OF WAS THE
21 CREATION AND THE BUILDING OF THE MARTIN LUTHER KING HOSPITAL
22 AND, AS WE COME UP IN NEXT WEEK HONORING DR. KING AND HIS
23 BIRTHDAY, I REMEMBER, SOME 30 YEARS AGO, WHEN CORETTA SCOTT
24 KING JOINED IN THE GROUND BREAKING AND DEDICATION OF THIS
25 HOSPITAL. AND THE OTHER GHOSTS, SUPERVISOR MOLINA, THAT WE



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1 SHOULD NOT FORGET ARE, OF COURSE, THE GHOSTS OF WHY THAT
2 HOSPITAL WAS BUILT IN THE FIRST PLACE. AND THAT WAS BECAUSE
3 PEOPLE IN SOUTH LOS ANGELES, PARTICULARLY IN THE WATTS
4 COMMUNITY, WERE DYING AND THEY WERE DYING NEEDLESSLY BECAUSE
5 THEY DID NOT HAVE A HOSPITAL IN THEIR COMMUNITY AND SOMETIMES
6 IT WAS THE TRANSPORT TO COUNTY GENERAL THAT ACTUALLY COST THEM
7 THEIR LIFE BECAUSE THEY DID NOT GET THERE IN TIME. AND THIS
8 HOSPITAL WAS ALWAYS MEANT TO BE A FULL SERVICE HOSPITAL THAT
9 PROVIDED THE KIND OF PATIENT CARE THAT EVERYONE IN THIS COUNTY
10 DESERVES TO HAVE. AND I'M HERE TODAY BECAUSE I ALSO REPRESENT
11 THE WATTS COMMUNITY ON THE CITY COUNCIL OF LOS ANGELES SO
12 THESE ARE MY CONSTITUENTS WHO ARE SERVED BY THIS HOSPITAL AND
13 WHO SOMETIMES DON'T KNOW THE JURISDICTIONAL BOUNDARIES IN
14 GOVERNMENT AND NOT SURE WHO IS RESPONSIBLE FOR WHAT, BUT I
15 MUST SAY THAT I DO GET CALLS IN MY OFFICE AND CONSTITUENT
16 COMPLAINTS ABOUT WHAT IS GOING ON AT THE HOSPITAL, SO I FEEL
17 I'M HERE SPEAKING ON THEIR BEHALF AND I THINK YOU HAVE A GREAT
18 OPPORTUNITY. AND, SUPERVISOR YAROSLAVSKY, WHEN YOU SAY "HOW
19 CAN WE TRUST THIS INSTITUTION TO REFORM ITSELF," I THINK YOU
20 ARE AT THE POINT WHERE YOU SAY, "YES, WE WILL TRUST YOU, BUT
21 WE WILL HOLD YOU ACCOUNTABLE," AND THAT'S EXACTLY WHAT NEEDS
22 TO HAPPEN TODAY, AND I SUPPORT YOUR EFFORTS. WE PASSED A
23 RESOLUTION IN THE CITY COUNCIL SUPPORTING YOUR EFFORTS IN WHAT
24 YOU'RE ABOUT TO DO TO SOLVE THIS CRISIS, TO REFORM THE
25 HOSPITAL, TO REFORM THE UNIVERSITY, BUT NOT TO MAKE EITHER ONE



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1 OF THEM GO AWAY. AND I SUPPORT YOU WHOLEHEARTEDLY, SUPERVISOR
2 BURKE, IN YOUR GOAL TO RENEGOTIATE THE CONTRACT, TO REFORM, TO
3 HOLD ACCOUNTABLE, BUT NOT IN ANY WAY, FOR EITHER THE
4 UNIVERSITY OR THE HOSPITAL, TO GO AWAY. THE ARTICLE THIS
5 MORNING IN THE L.A. TIMES CAUSED GREAT CONCERN FOR A LOT OF
6 PEOPLE WITH THE SUGGESTION THAT POSSIBLY THE NEONATAL SERVICE
7 WOULD REALLY BE DOWNGRADED AND THAT'S OF GREAT CONCERN. AGAIN,
8 EVEN THOUGH THE POSSIBILITY EXISTS FOR BABIES TO BE
9 TRANSFERRED SOMEWHERE ELSE, YOU MUST THINK ABOUT THE MOTHERS
10 AND FATHERS, THEN, AND HOW DIFFICULT THAT WOULD BE FOR THEM TO
11 GO SOMEWHERE ELSE FAR AWAY FROM WHERE THEY LIVE TO STAY IN
12 CONTACT WITH THEIR INFANT CHILD. SO I'M HERE TO SUPPORT YOU.
13 I'M HERE - YOU KNOW, IT'S HARD, I'M SURE, TO HAVE SOMEBODY
14 FROM THE CITY COME OVER AND COMMENT ON WHAT YOU'RE DOING. I
15 CERTAINLY DON'T HAVE ANY MONEY TO SUPPORT YOU, DON'T HAVE ANY
16 RESOURCES TO SUPPORT YOU, BUT KNOW THAT THIS HOSPITAL IS
17 EXTREMELY IMPORTANT TO MY CONSTITUENTS, EXTREMELY IMPORTANT TO
18 ME PERSONALLY, AND I'LL JUST SAY ONE MORE THING ABOUT THE
19 ANALOGY OF THE TITANIC. I DON'T THINK THIS IS THE TITANIC. I
20 DON'T THINK IT'S REARRANGING CHAIRS ON THE DECK OF THE
21 TITANIC. THE SHIPS THAT ARE ALREADY SINKING ARE THESE PEOPLE'S
22 LIVES. WHEN THEY'VE BEEN SHOT, WHEN THEY'VE BEEN IN A CAR
23 ACCIDENT, WHEN THEY HAVE A BABY BORN CRITICALLY ILL, THEIR
24 SHIP IS SINKING. MARTIN LUTHER KING, JR. HOSPITAL IS THE LIFE
25 BOAT. AND, IN THIS COUNTY, THERE IS ALREADY A SHORTAGE OF LIFE



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1 BOATS AND WE'VE GOT TO DO EVERYTHING WE CAN TO PROTECT, TO
2 REFORM, AND HOLD ACCOUNTABLE THIS INSTITUTION WHICH HAS SERVED
3 THIS COMMUNITY FOR OVER 30 YEARS. AND, AS SUPERVISOR BURKE
4 SAID, HAS BEEN AN EXCELLENT HOSPITAL. HAS BEEN AN EXCELLENT
5 HOSPITAL ON A NUMBER OF LEVELS AND WE HOPE THAT THAT
6 CONTINUES. THANK YOU VERY MUCH.

7

8 **SUP. KNABE, CHAIR:** THANK YOU, JANICE. THANK YOU FOR TAKING THE
9 TIME TO --

10

11 **SUP. MOLINA:** MR. CHAIRMAN?

12

13 **SUP. KNABE, CHAIR:** YES?

14

15 **SUP. MOLINA:** COUNCILWOMAN? AND I ADDRESS YOU AS
16 COUNCILWOMAN...

17

18 **JANICE HAHN:** THANK YOU.

19

20 **SUP. MOLINA:** BECAUSE I THINK THAT YOU NEED TO PLAY A CRITICAL
21 ROLE. YOU SAY YOU DON'T HAVE ANY MONEY, BUT YOU HAVE A
22 TREMENDOUS AMOUNT OF LEADERSHIP THAT CAN GO A LONG WAY IN
23 HELPING US. AND I THINK THAT, AS WE CONTINUE TO PURSUE THE
24 CHANGES AND TRYING TO CORRECT IT ALL, BECAUSE I THINK THAT OUR
25 GOALS SHOULD BE MUTUAL. WE NEED TO MAKE SURE THAT THIS



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1 HOSPITAL CONTINUES IN WHAT ITS MISSION WAS, AND ITS MISSION
2 WAS TO SERVE THE COMMUNITY. THE CHALLENGES OF THE CHANGING
3 DEMOGRAPHICS ARE A CHALLENGE FOR YOU AS WELL AS A LEADER WHO
4 REPRESENTS THAT AREA. SO I SEE US AS A BIG PART OF THE
5 PARTNERSHIP THAT WE CAN HAVE WITH YOU IS IN HELPING US TO
6 EMBRACE THESE CHANGES AND THE RESPONSIBILITY THAT WE HAVE
7 TOWARD THEM. AND SO I LOOK FORWARD TO AN OPPORTUNITY TO DO
8 THAT. YOU'RE RIGHT, YOU DON'T BRING MONEY TO THE TABLE, YOU
9 PROBABLY DON'T BRING RECOMMENDATIONS BUT, AT THE SAME TIME,
10 YOU BRING A TREMENDOUS AMOUNT OF LEADERSHIP, NOT ONLY BECAUSE
11 YOU'RE A HAHN, BUT BECAUSE OF THE ROLE THAT YOU SERVE TODAY.
12 SO I THINK WE'RE GOING TO NEED THAT AND, WHEN WE HAVE THIS
13 COMMUNITY MEETING, I HOPE THAT YOU WOULD WELCOME AN INVITATION
14 TO PARTICIPATE WITH US IN LISTENING TO THE NEEDS OF THE
15 COMMUNITY.

16

17 **JANICE HAHN:** I WOULD AND, ACTUALLY, I WAS GOING TO SAY THAT IN
18 MY REMARKS, THAT I APPLAUD YOU FOR HOLDING A COMMUNITY
19 HEARING. IT'S DIFFICULT FOR PEOPLE TO COME TO CITY HALL AND
20 IT'S DIFFICULT FOR PEOPLE TO COME DOWN HERE TO WEIGH IN ON
21 ISSUES WHICH MOST IMPACT THEIR LIVES. I THINK THAT IT'S A
22 GREAT IDEA TO HAVE IT IN THE COMMUNITY AND I WOULD SAY YOU'RE
23 ABSOLUTELY RIGHT AND I'M HAPPY TO PERFORM THAT LEADERSHIP AND
24 THIS COMMUNITY, MADE UP OF A VERY DIVERSE GROUP OF PEOPLE,
25 PARTICULARLY AFRICAN AMERICAN AND PARTICULARLY LATINO, I WILL



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1 SAY HERE TODAY, AS SUPERVISOR BURKE DID, WE ALL WANT THIS
2 HOSPITAL TO BE EXCELLENT AND THIS COMMUNITY WANTS THIS
3 HOSPITAL TO BE EXCELLENT. IT WAS BUILT TO OVERCOME RACIAL
4 BARRIERS 30 YEARS AGO, THE RACIAL BARRIERS THAT PROHIBITED
5 PEOPLE FROM GETTING GOOD MEDICAL CARE. WE CAN CONTINUE TO
6 OVERCOME THOSE KINDS OF BARRIERS AND MOVE FORWARD TOGETHER TO
7 CREATE AN EXCELLENT HOSPITAL. THAT'S WHAT THIS COMMUNITY
8 WANTS.

9

10 **SUP. KNABE, CHAIR:** THANK YOU AGAIN, JANICE, AND I APPRECIATE
11 YOUR PATIENCE IN WAITING. [APPLAUSE]

12

13 **SUP. KNABE, CHAIR:** OKAY. THANK YOU VERY MUCH. ALSO ASK DR.
14 LEVY IF YOU'D COME FORWARD AS WELL, TOO. OKAY, DR. BRUNI.

15

16 **DR. ROBERTA BRUNI:** HONORABLE SUPERVISORS, GOOD AFTERNOON. I
17 THINK WE ARE ALL SOMEWHAT TIRED AND THE HOUR IS LATE. WE HAVE
18 ALREADY MET BEFORE. I CAME BEFORE THIS BOARD LAST SPRING. MY
19 NAME IS ROBERTA BRUNI. I'M A PROUD FACULTY MEMBER IN THE
20 DEPARTMENT OF PEDIATRICS BOTH AT THAT DREW UNIVERSITY AND AT
21 UCLA AND I'M AN ATTENDING NEONATOLOGIST AT KING DREW MEDICAL
22 CENTER IN I.C.U. I'M NOT HERE TO DISCUSS THE TEMPORARY
23 RESTRAINING ORDER PROHIBITING FURTHER CUTTING SERVICES AT KING
24 DREW THAT WAS ISSUED LAST SUMMER. I'M NOT HERE TO DISCUSS THE
25 NEGATIVE REPORTS THAT WERE SENT FROM OUR ACCREDITING AGENCY,



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1 BOTH C.C.S. AND A.C.G.M.E., CARRYING INFORMATION GLEANED FROM
2 INCORRECT DATA THAT SOMEHOW WERE SENT TO THE ACCREDITING UNIT
3 TO DISCREDIT US. BOTH THESE REPORTS HAVE BEEN ADDRESSED AND
4 MOST OF THE CITATIONS HAVE BEEN REBUTTED. I CANNOT EVEN
5 DISCUSS IN DETAIL THE PROBLEM WITH THE STRING OF IMPOTENT
6 ADMINISTRATORS THAT HAVE UNDERMINED OUR OPERATIONS, EITHER
7 FROM INCOMPETENCE OR FROM INTENTION. THEY HAVE DESTROYED OUR
8 DIGNITY, THEY HAVE NULLIFIED OUR EFFORTS, AND THEY HAVE
9 EFFECTIVELY KILLED ONE OF THE FEW PROGRAMS WHERE MINORITIES
10 CAN BE TRAINED TO TREAT MINORITIES. I AM HERE TO ADDRESS THE
11 REGRETTABLE CONFLICT BETWEEN HARBOR AND KING CREATED BY DR.
12 GARTHWAITE'S LETTER OF JANUARY 2ND TO THE MEDICAL DIRECTORS
13 AND THE CHIEFS OF SERVICE. IT GAVE ORDERS TO START THE
14 DOWNGRADE OF OUR UNIT, LEAVING HARBOR AS REGIONAL UNIT. I WILL
15 POINT TO THE ATTENTION OF THIS HONORABLE BOARD THE SUMMARY
16 SHEET IN THE PACKET I HAVE JUST SUBMITTED. THE CONTENT OF THE
17 PACKET ANSWERS THE D.H.S. REPORT OF THE TASK FORCE ON THE
18 N.I.C.U. CONSOLIDATION. MY INTENTION TODAY IS ONLY TO
19 HIGHLIGHT THE DIFFERENCE BETWEEN THE SPA 8 HOSPITAL AND THE
20 SPA 6 HOSPITAL. WE FIRMLY INSIST, DO NOT DOWNGRADE THE KING
21 DREW MEDICAL CENTER UNIT. OUR PACKET INDICATES ALL THE
22 DETAILS. I AM HERE TO SAY THE BETTER FISCAL CHOICE IS KING
23 DREW. WE HAVE HIGHER NEED, SICKER BABIES, BETTER LOCATION,
24 BETTER FOLLOW-UP CARE, AND, ABOVE ALL, A BETTER FACILITY. IT
25 IS IN YOUR POWER TO BRING IN BETTER PUBLIC SCRUTINY AND WE



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1 WELCOME IT. IT IS IN YOUR POWER TO ENHANCE THE HELP FROM OTHER
2 INSTITUTIONS, AND YOU MAY SHUFFLE PERSONNEL AND
3 ADMINISTRATORS, BUT PLEASE, DO NOT TAKE THIS UNIT AWAY FROM
4 SPA 6. THANK YOU.

5

6 **SUP. KNABE, CHAIR:** THANK YOU. DR. CAMILLY THEN DR. IKE THEN
7 DR. LEVY, AND THEN I'LL CALL UP WINSTON SPELL TO JOIN US.

8

9 **DR. ALI KAREEMY:** MY NAME IS DR. ALI KAREEMY. GAVE YOU THE
10 WRONG NAME.

11

12 **SUP. KNABE, CHAIR:** OH, I'M SORRY.

13

14 **DR. ALI KAREEMY:** I'M A RESIDENT IN THE ORAL AND MAXILLOFACIAL
15 SURGERY DEPARTMENT AT KING DREW. I'M HERE TODAY TO REPRESENT
16 THE INTERNS AND RESIDENTS AND TO TALK ON THEIR BEHALF AND I
17 CAN HONESTLY SAY I'VE NEVER BEEN IN THIS TYPE OF SITUATION.
18 IT'S VERY INTERESTING TO SEE WHAT'S GOING ON HERE BUT I HAVE
19 TO SAY THAT I'M A LITTLE OFFENDED THAT YOU GUYS QUESTION THE
20 INTEGRITY OR THE COMPETENCE OF SOME OF THE RESIDENTS. WE ARE
21 HIGHLY TRAINED. I MEAN, I CAME FROM A VERY GOOD SCHOOL. I WAS
22 TRAINED AT NYU. I CHOSE TO COME TO THIS HOSPITAL BECAUSE I
23 BELIEVE IN THE COMMUNITY THAT IT SERVES. I BELIEVE IN THE
24 PERSON THAT THIS HOSPITAL WAS NAMED AFTER. I CHOSE TO COME AND
25 HELP PEOPLE THAT NOBODY ELSE CARES ABOUT. AND TO SIT HERE AND



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1 TO HAVE TO LISTEN TO THIS, IT BOTHERS ME, BUT, YOU KNOW,
2 EVERYONE THAT'S NOT AROUND, THAT READS THINGS IN THE
3 NEWSPAPER, IS ENTITLED TO THEIR BELIEFS. BUT I CHALLENGE
4 EVERYONE IN HERE AND THE GUYS THAT WORK FOR THE L.A. TIMES AND
5 ALL YOU GUYS THAT SIT UP HERE TO COME AND SPEND A DAY WITH ME
6 AND COME AND SEE WHAT I DO INSTEAD OF SITTING HERE AND PASS
7 JUDGMENT. [APPLAUSE] YOU KNOW, IT'S EASY FOR YOU GUYS TO BE
8 IN THIS BEAUTIFUL ROOM, NOT IN COMPTON, NOT IN WATTS, NOT IN
9 WILLOWBROOK, NOT HAVING TO DEAL WITH THE POPULATION THAT HAS
10 TO DO WITH VIOLENCE, GUNSHOTS. I'VE SEEN MORE PEOPLE SHOT IN
11 THE FACE THAN I CAN -- I'M FLOORED TO THIS DAY WHAT I'VE SEEN
12 SINCE I'VE BEEN HERE. YOU WANT BETTER RESIDENTS? PAY US MORE.
13 GIVE US COMPARABLE SALARIES TO OTHER COUNTIES AND OTHER
14 CITIES. [APPLAUSE] AND DO YOU GUYS REALLY THINK THAT PEOPLE
15 ARE GOING TO COME FROM UCLA AND U.S.C., THOSE PHYSICIANS WHO
16 LIVE IN NICE SUBURBAN AREA, ARE GOING TO GET IN THEIR MERCEDES
17 AND DRIVE DOWN TO COMPTON? I'M SORRY. THAT'S NOT GOING TO
18 HAPPEN.

19

20 **SUP. MOLINA:** EXCUSE ME. ARE YOU SAYING TO ME THAT YOU WILL DO
21 A BETTER JOB IF I PAY YOU MORE? IS THAT WHAT YOU JUST SAID TO
22 ME?

23

24 **DR. ALI KAREEMY:** NO. NO, NO, NOT FOR ME. YOU WANT TO RECRUIT
25 BETTER RESIDENTS, PAY THEM ACCORDINGLY TO THEIR -- IF THEY'RE



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1 GOOD RESIDENTS, THEY WANT TO GET PAID MORE. I'M SORRY. THAT'S
2 HOW THEY ARE. THAT'S NOT HOW I THINK, BUT YOU WANT TO ADDRESS
3 THE ISSUE, PAY RESIDENTS MORE. ADDRESS THAT ISSUE. WHAT'S SO
4 HARD TO UNDERSTAND ABOUT THAT? I... [APPLAUSE]

5

6 **SUP. MOLINA:** IT IS VERY HARD TO UNDERSTAND.

7

8 **DR. ALI KAREEMY:** YOU KNOW, ALL I'M SAYING IS IT'S EASY FOR YOU
9 GUYS TO SIT IN THIS OFFICE. COME DOWN AND TALK TO THE
10 RESIDENTS.

11

12 **SUP. MOLINA:** SO THE RESIDENTS THAT ARE THERE NOW ARE NOT VERY
13 GOOD -- YOU'RE SAYING THE RESIDENTS WHO NOT THERE ARE NOT VERY
14 GOOD BECAUSE WE DON'T PAY THEM ENOUGH.

15

16 **DR. ALI KAREEMY:** I DIDN'T SAY THAT. I DID NOT SAY THAT. I SAID
17 THE RESIDENTS ARE GOOD AND I SAID IT'S EASY FOR YOU TO SIT
18 HERE IN YOUR CHAIR, IN YOUR PLUSH LITTLE CHAIR, AND SAY THAT
19 I'M NOT A GOOD RESIDENT OR I'M NOT A GOOD DOCTOR. I'M A DAMN
20 GOOD DOCTOR. AND I HELP EVERY SINGLE PATIENT...

21

22 **SUP. MOLINA:** SIR, I DIDN'T -- EXCUSE ME...

23

24 **DR. ALI KAREEMY:** I TREAT MY PATIENTS IN COMPTON...

25



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1 **SUP. MOLINA:** EXCUSE ME...

2

3 **DR. ALI KAREEMY:** ...THE WAY I WOULD IF I WORKED IN BEVERLY
4 HILLS. SO YOU CANNOT TALK TO ME LIKE THAT.

5

6 **SUP. MOLINA:** ALL RIGHT. BUT, SIR, I DIDN'T SAY YOU WERE AN
7 INCOMPETENT DOCTOR. I DIDN'T SAY THAT, EVER. I THINK THAT WE
8 HAVE HAD ACCREDITATION PROBLEMS WHERE THERE ARE ACCREDITATION
9 AGENCIES THAT HAVE GONE IN THERE AND HAVE MADE THAT
10 CONCLUSION. I'VE ONLY GOTTEN THE REPORT. YOU'RE RIGHT, I
11 HAVEN'T BEEN THERE...

12

13 **DR. ALI KAREEMY:** RIGHT. EXACTLY. COME AND VISIT US.

14

15 **SUP. MOLINA:** ...AND I WOULDN'T KNOW, I WOULDN'T KNOW IF YOU'RE
16 A GOOD DOCTOR OR NOT, OKAY? BECAUSE I CAN'T MAKE THAT
17 JUDGMENT. ONLY AN ACCREDITATION AGENCY OR AN OVERSIGHT AGENCY.
18 SO THAT'S -- I'M NOT THE ONE THAT IS DOING IT. I'M ONLY
19 RECEIVING THE INFORMATION AND EXPRESSING CONCERN ABOUT THE
20 FACT THAT WE'RE LOSING ACCREDITATION.

21

22 **DR. ALI KAREEMY:** RIGHT. BUT JUST -- ALL I'M SAYING IS YOU COME
23 FOR YOURSELF AND SEE WITH YOUR OWN EYES. JUST COME AND VISIT
24 US. YOU WANT TO HAVE A MEETING WITH THE COMMUNITY? COME AND
25 HAVE A MEETING WITH THE RESIDENTS, TOO...[APPLAUSE]



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1

2 **SUP. MOLINA:** WELL, AND THAT'S WHY WE'RE DOING THAT.

3

4 **DR. ALI KAREEMY:** ...BECAUSE WE'RE THE ONES THAT ARE DEDICATING
5 OUR LIVES TO HELPING THESE PEOPLE. THEY'RE SPENDING TIME IN A
6 HOSPITAL THAT'S GOING THROUGH ALL THIS DRAMA. WE DON'T KNOW
7 WHAT WE'RE GOING TO HAVE TO DO NEXT YEAR. WHERE AM I GOING TO
8 GO? I CHOSE TO COME HERE. I WANT TO BE HERE. I LOVE THIS
9 HOSPITAL. I DON'T WANT TO GO ANYWHERE ELSE, AND IT'S JUST NOT
10 FAIR THAT YOU GUYS ARE NOT -- YOU KNOW, EVERYONE'S ALWAYS
11 BLAMING EVERYONE ELSE AND WE GOT, MAYBE, A HUNDRED PEOPLE THAT
12 ARE RUNNING THE HOSPITAL THAT WE'RE WORRIED ABOUT, "OH, WE
13 DON'T WANTED THEM TO GET UPSET" AND THEY'RE INVOKING GHOSTS
14 AND THIS AND THAT. A HUNDRED PEOPLE ARE AFFECTING THOUSANDS OF
15 PEOPLE BELOW THEM. YOU ALL CAN'T JUST SAY, OKAY, WELL, LET'S
16 JUST DEAL WITH THESE HUNDRED PEOPLE -- BECAUSE, IN 25 YEARS,
17 NO ONE IS GOING TO REMEMBER THOSE 100 PEOPLE THAT ARE RUNNING
18 THE HOSPITAL. IT'S THE THOUSANDS OF PEOPLE THAT LIVE IN
19 COMPTON, LIVE IN SOUTH CENTRAL L.A. THAT ARE GOING TO BE
20 AFFECTED. I'M JUST SAYING, WHY CAN'T YOU ALL JUST, YOU KNOW,
21 SOMEONE, SOMEONE...

22

23 **SUP. MOLINA:** DO WHAT?

24



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1 DR. ALI KAREEMY: ...BE ACCOUNTABLE. SOMEONE JUST STAND UP, BE
2 A LEADER. SOMEONE BE LIKE MARTIN LUTHER KING THAT THE HOSPITAL
3 IS NAMED AFTER AND TAKE A STAND...

4

5 SUP. MOLINA: AND, AND, AND, SIR, AND DO WHAT?

6

7 DR. ALI KAREEMY: BECAUSE IF YOU DON'T WANT TO TAKE A STAND,
8 I'LL TAKE A STAND. THE RESIDENTS WILL TAKE A STAND. I'LL TAKE
9 A STAND. I'M TAKING A STAND RIGHT NOW.

10

11 SUP. MOLINA: I KNOW, BUT I'M NOT SURE WHAT YOU'RE SAYING TO
12 ME. WE HAVE READ THE SATCHER REPORT AND THAT EXPRESSED AN
13 AWFUL LOT OF ISSUES ABOUT LEADERSHIP. IN YOUR READING OF THE
14 SATCHER REPORT, DID YOU FIND FAILING IN THOSE RECOMMENDATIONS?

15

16 DR. ALI KAREEMY: I'LL BE HONEST WITH YOU, BECAUSE THE WAY
17 THAT, I GUESS, THE POLITICAL SYSTEM WORKS, PEOPLE LIKE ME THAT
18 DON'T COUNT DON'T GET TO READ THE SATCHER REPORT. NO ONE HAS
19 GIVEN IT TO ME.

20

21 SUP. MOLINA: I'D BE HAPPY TO SHARE IT WITH YOU.

22

23 DR. ALI KAREEMY: PLEASE DO. PLEASE.

24

25 SUP. KNABE, CHAIR: WE WILL.



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1

2 **DR. ALI KAREEMY:** AND I'LL BE HAPPY TO...

3

4 **SUP. KNABE, CHAIR:** WE'LL BE HAPPY TO SHARE IT WITH ANY OF THE
5 RESIDENTS.

6

7 **DR. ALI KAREEMY:** PLEASE, PLEASE DO. PLEASE COME AND TALK TO
8 THE RESIDENTS. LET US KNOW WHAT'S GOING ON. I'M THE ONLY ONE -
9 - THERE'S TWO OF US THAT HAVE COME HERE AND WE'RE PROBABLY THE
10 ONLY TWO THAT KNOW ANYTHING ABOUT WHAT'S GOING ON. COME AND
11 TALK TO US.

12

13 **SUP. BURKE:** YOU KNOW WHAT? LET ME CORRECT YOU. I MET WITH THE
14 SURGERY RESIDENTS, I MET WITH THE RADIOLOGY RESIDENTS. I DON'T
15 KNOW. WHAT IS YOUR FIELD?

16

17 **DR. ALI KAREEMY:** RIGHT. I'M WITH ORAL AND MAXILLOFACIAL
18 SURGERY. YOU MET WITH THE PROGRAMS THAT ARE CLOSING. WHAT
19 ABOUT THE PEOPLE THAT ARE GOING TO BE THERE, THE ONES THAT ARE
20 THERE EVERY SINGLE DAY AND AREN'T GETTING SHUT DOWN...

21

22 **SUP. BURKE:** I'LL BE MORE THAN HAPPY TO MEET WITH THE REST OF
23 THEM.

24



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1 **DR. ALI KAREEMY:** ...AND AREN'T GETTING SHUT DOWN? WHAT ABOUT
2 US?

3

4 **SUP. BURKE:** I WILL -- I HAVE EVERY INTENTION. I WILL COME
5 THERE AND MEET WITH THE REST OF THE RESIDENTS.

6

7 **DR. ALI KAREEMY:** PLEASE DO. PLEASE DO.

8

9 **SUP. BURKE:** I MET WITH THOSE WHO WERE CLOSING DOWN BECAUSE
10 THEY HAD A CRISIS...

11

12 **DR. ALI KAREEMY:** OKAY.

13

14 **SUP. BURKE:** ...THAT HAD TO BE ADDRESSED. AND I FELT SOMEONE
15 HAD TO ADDRESS IT AND HAD TO MEET WITH THEM AND HAD TO START
16 TRYING TO ASSIST THEM IN MOVING ON TO OTHER PROGRAMS.

17

18 **DR. ALI KAREEMY:** RIGHT.

19

20 **SUP. BURKE:** I'D BE MORE THAN HAPPY TO MEET WITH YOU. I'VE MET
21 WITH THE STAFF, I'VE MET WITH THE PHYSICIANS. I WILL BE VERY
22 HAPPY TO MEET WITH THE RESIDENTS.

23

24 **DR. ALI KAREEMY:** THANK YOU.

25



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1 **SUP. MOLINA:** AND, DOCTOR? THE SATCHER REPORT IS ON THE
2 DEPARTMENT OF HEALTH SERVICES WEB SITE.

3

4 **DR. ALI KAREEMY:** THANK YOU FOR TELLING ME. NOBODY TOLD ME
5 BEFORE. THANK YOU.

6

7 **SUP. KNABE, CHAIR:** THANK YOU. [APPLAUSE]

8

9 **SUP. KNABE, CHAIR:** DR. IKE AND THEN DR. LEVY.

10

11 **DR. IKE:** MY NAME IS DR. IKE. I AM A RESIDENT PHYSICIAN AT THE
12 KING DREW MEDICAL CENTER, DEPARTMENT OF PEDIATRICS. I AM ALSO
13 A MEMBER OF THE RESIDENT COMMITTEE.

14

15 **SUP. ANTONOVICH:** CAN YOU GET CLOSER TO THE MICROPHONE?

16

17 **DR. IKE:** AND I'M HERE TO RESPOND....

18

19 **SUP. KNABE, CHAIR:** CAN YOU GET CLOSER TO THE MICROPHONE?

20

21 **DR. IKE:** YES. I'M HERE TO RESPOND TO THE PLANS TO DOWNGRADE
22 THE STATUS OF THE KING DREW NEONATAL INTENSIVE CARE UNIT. THE
23 DOWNGRADE OF THIS UNIT WILL ADVERSELY IMPACT ON PATIENT CARE
24 AND ALSO WILL IMPACT ON MY RESIDENT TRAINING AND OTHER
25 RESIDENTS THAT STUDY WITH ME IN THE DEPARTMENT OF PEDIATRICS



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1 BECAUSE THIS IS ONE OF THE UNITS WHERE WE GET OUR BEST
2 TRAINING. AND I AM ASKING YOU, THE BOARD OF SUPERVISORS,
3 INSTEAD OF CUTTING VITAL SERVICES, FOCUS ON FINDING A WAY TO
4 SEND PATIENTS TO US, MOTHERS, PREGNANT MOTHERS, TO US INSTEAD
5 OF DOWNGRADING THIS UNIT BECAUSE WE SERVE A COMMUNITY, ALL OF
6 YOU ARE AWARE OF, DO NOT HAVE ANY OTHER PLACE TO GO. THEY ARE-
7 - MOST OF THEM ARE TEENAGE MOTHERS WITH NO PRENATAL CARE. THEY
8 ARE COMING TO US IN PRETERM LABORS. THEY HAVE MICRO-PREEMIES
9 THAT ARE NOT BEING TAKEN CARE OF IN MANY HOSPITALS AND THIS IS
10 THE ONLY PLACE THEY CAN AFFORD TO GO AT THE TIME OF THEIR
11 PRETERM LABOR. AND DOWNGRADING THIS UNIT WILL IMPACT VERY MUCH
12 ON THE COMMUNITY THAT WE SERVE AND YOU ALL KNOW THE KIND OF
13 COMMUNITY. THEY CAN NOT REACH THE BEVERLY HILLS WHEN THEY'RE
14 IN PRETERM LABORS AND TRANSPORTING ALL THESE MICRO-PREEMIES
15 WHEN THEY ARE ON THE VENT. TO ANOTHER HOSPITAL, IT WOULD NOT
16 BE THE BEST FOR THE PATIENTS AND FOR THEIR FAMILY AND FOR ME
17 AS A RESIDENT PHYSICIAN. IF YOU CAN PLEASE HELP US FIND A WAY
18 TO SOLVE THIS PROBLEM, WE WOULD- DO APPRECIATE IT AND WE NEED
19 TO KEEP OUR HOSPITAL OPEN AND TRAIN MORE AND BETTER PHYSICIANS
20 AND, AS YOU SAID EARLIER, THE BEST POSSIBLE PHYSICIANS. THANK
21 YOU.

22

23 **SUP. KNABE, CHAIR:** THANK YOU. I FORGOT TO MENTION, AS WELL,
24 TOO, TO DR. KAREEMY, IF YOU REMEMBER, DR. SATCHER INDICATED



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1 THERE WAS A RESIDENT ON THE TASK FORCE AS WELL, TOO. SO WE
2 NEED TO MAYBE PUT THEM IN...

3

4 **SUP. BURKE:** A SURGERY RESIDENT.

5

6 **SUP. KNABE, CHAIR:** SURGERY RESIDENT. DR. LEVY? THANK YOU, DR.
7 IKE. I CALL UP GENEVIEVE CLAVREUL AND NELLIE IVORY.

8

9 **DR. GERALD LEVY:** THANK YOU VERY MUCH. IN THE FEW MINUTES
10 ALLOTTED TO ME, LET ME JUST BEGIN BY SAYING I'M DR. GERALD
11 LEVY. I'M THE...

12

13 **SUP. YAROSLAVSKY:** FIRST OF ALL, CAN I JUST INTERRUPT YOU, DR.
14 LEVY? CAN WE JUST SUSPEND THE THREE MINUTE REQUIREMENT FOR HIM
15 SINCE WE INVITED HIM TO COME HERE. SO, IF THAT'S ALL RIGHT,
16 MR. CHAIRMAN, I WOULD...

17

18 **SUP. KNABE, CHAIR:** OKAY.

19

20 **DR. GERALD LEVY:** THANK YOU. JUST TO INTRODUCE MYSELF WOULD
21 HAVE TAKEN THE THREE MINUTES. [LAUGHTER] I'M DEAN OF THE
22 DAVID GEFFEN SCHOOL OF MEDICINE AT UCLA AND THE VICE-
23 CHANCELLOR FOR MEDICAL SCIENCES. FIRST, I WOULD LIKE TO THANK
24 SUPERVISOR BURKE FOR THE INVITATION TO APPEAR HERE BEFORE THIS
25 BODY. AND, SECONDLY, ALSO, TO THANK HER FOR INVITING DR.



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1 SATCHER TO COME AND TO HEAD THE COMMITTEE THAT HAS LOOKED INTO
2 THE PROBLEMS THAT HAVE BESET THE MARTIN LUTHER KING MEDICAL
3 CENTER AND THE COMPLEX INTERRELATIONSHIPS WITH THE CHARLES R.
4 DREW UNIVERSITY OF MEDICINE AND SCIENCE. WE GREATLY APPRECIATE
5 THAT. UCLA HAS HAD A RELATIONSHIP TO THE UNDERGRADUATE MEDICAL
6 EDUCATION PROGRAM AT THE CHARLES R. DREW UNIVERSITY OF
7 MEDICINE AND SCIENCE SINCE IT WAS FOUNDED IN 1973. THIS WAS
8 FORMALIZED IN 1978 WITH AN UNDERGRADUATE MEDICAL EDUCATION
9 AGREEMENT THAT UCLA SIGNED WITH CHARLES R. DREW, A UNIVERSITY
10 OF MEDICINE AND SCIENCE, AND WE REAFFIRMED THAT IN 1998. THE
11 REASON THAT UCLA HAS BEEN PLEASED TO APPEAR THIS MORNING, THE
12 REASON THAT WE HAVE BEEN SO WILLING TO TRY TO HELP IN THIS
13 PARTICULAR CRISIS HAS BEEN THE FACT THAT WE HAVE INVESTED MUCH
14 IN THE WAY OF HUMAN CAPITAL IN TRYING TO ENSURE THAT A MEDICAL
15 SCHOOL THAT VERY FEW PEOPLE WOULD HAVE GIVEN A CHANCE OF
16 SURVIVING AT THE CHARLES R. DREW MEDICAL UNIVERSITY OF
17 MEDICINE AND SCIENCE, THAT ACTUALLY COULD BE ONE THAT WOULD BE
18 PREEMINENT AND ALSO TRAIN PHYSICIANS TO PRACTICE IN AREAS THAT
19 ARE TRADITIONALLY UNDERSERVED. THERE HAVE BEEN FEW SUCCESSFUL
20 MODELS WHERE THIS HAS OCCURRED. AT UCLA, WE TAKE 24 STUDENTS A
21 YEAR FROM THE CHARLES R. DREW UNIVERSITY OF MEDICINE AND
22 SCIENCE. WE HAVE A GREAT COMMITMENT TO THESE STUDENTS. THEY
23 TAKE THE FIRST TWO YEARS, THE BASIC SCIENCE YEARS, AT UCLA.
24 THEY THEN RETURN TO CHARLES R. DREW FOR WHAT WE CALL THE
25 CLINICAL YEARS. WE HAVE SEEN THIS PROGRAM GROW WHERE THE



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1 QUALITY OF STUDENT NOW IS ON A PAR WITH THE STUDENTS WHO ARE
2 ADMITTED DIRECTLY INTO UCLA, THE STUDENTS WHERE THE GRADE
3 POINT AVERAGES AND THE M-CATS ARE TO BE ADMIRERD AND ARE TO BE
4 CHERISHED. WE ARE ALSO PLEASED TO TELL YOU THAT, IN 1998, TWO
5 SIGNIFICANT THINGS HAPPENED. ACTUALLY, IN '97 AND '98. FIRST,
6 THE ACCREDITATION OF OUR MEDICAL SCHOOL, THE LIAISON
7 COMMISSION OF MEDICAL EDUCATION GAVE UCLA A FULL
8 ACCREDITATION, WHICH ITSELF IS NOT SURPRISING, BUT THEY
9 POINTED OUT THE EXCELLENCE OF OUR PARTNERS, THE CHARLES R.
10 DREW UNIVERSITY OF MEDICINE AND SCIENCE AND THAT MEDICAL
11 SCHOOL. AND, FREQUENTLY, IN THESE DISCUSSIONS, YOU DO NOT HAVE
12 MUCH TALK ABOUT THE PEOPLE WHO, DAY AFTER DAY, RUN THE
13 ACADEMIC PROGRAMS AT DREW AND THE EXTRAORDINARY YOUNG MEN AND
14 WOMEN WHO ARE MEDICAL STUDENTS THERE. WE WERE VERY PROUD OF
15 THAT. SECONDLY, DREW AND UCLA TOGETHER, IN 1998, WERE GIVEN A
16 PRESTIGIOUS AWARD FROM THE ASSOCIATION OF AMERICAN MEDICAL
17 COLLEGES CALLED THE COMMUNITY SERVICE AWARD. WE WERE THE ONLY
18 SCHOOL TO WIN THAT AWARD IN 1998 AND WE'RE PROUD OF THAT AND
19 WE THINK ALL THOSE WHO WORK AND TOIL AT DREW SHOULD BE PROUD
20 OF THAT AS WELL. WITH THAT LITTLE BIT OF BACKGROUND, AGAIN, I
21 WANT TO EMPHASIZE THAT, THROUGHOUT THIS ENTIRE CRISIS THAT WE
22 HAVE HAD, AND I'VE TALKED TO SUPERVISOR BURKE, I'VE BEEN
23 PLEASED TO TALK TO SUPERVISOR YAROSLAVSKY, WE HAVE OFFERED OUR
24 GOOD OFFICES TO TRY TO HELP RESOLVE THIS. AS VICE-PRESIDENT
25 DRAKE SAID ON FRIDAY TO MR. DONNELLEY AND HIS COMMITTEE AND AS



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1 I WILL TELL YOU TODAY, THERE IS MUCH THAT UCLA CAN DO TO HELP.
2 WE STAND READY TO ADVISE OUR COLLEAGUES AT CHARLES DREW WITH
3 REGARD TO THEIR MEDICAL -- THEIR RESIDENCY TRAINING PROGRAMS
4 BECAUSE WE HAVE A HISTORY OF RUNNING VERY, VERY SUCCESSFUL
5 TRAINING PROGRAMS. WE STAND READY TO HELP, TO TRY TO ADVISE,
6 TO RECRUIT THE RIGHT TYPE OF LEADERSHIP AT CHARLES DREW, BOTH
7 AS DEPARTMENT CHAIRS, AS RESIDENCY DIRECTORS. AND THERE IS A
8 POOL OF CAPITAL IN TERMS OF HUMAN CAPITAL AT HARBOR UCLA
9 MEDICAL CENTER, AT OLIVE VIEW UCLA MEDICAL CENTER, AND AT --
10 AND IN WESTWOOD, WHERE WE CAN SERVE THIS KIND IN AN ADVISORY
11 CAPACITY AND WE ARE WILLING TO DO THAT. WE ALSO HAVE
12 TRADITIONALLY ENJOYED A VERY STRONG WORKING RELATIONSHIP WITH
13 THE COUNTY AND THAT IS NO LESS SO UNDER DR. TOM GARTHWAITE. WE
14 HAVE GOOD RELATIONSHIPS, WE KNOW ABOUT COUNTY CONTRACTS, WE
15 KNOW WHAT WE ARE HELD TO, AND WE LOOK FORWARD TO WORKING WITH
16 DR. GARTHWAITE IN VARIOUS FORA TO SEE WHAT WE CAN DO IN TERMS
17 OF RESOLVING THIS CRISIS, WHICH IS THE REASON FOR THIS
18 MEETING. SO I'LL TRY TO END HERE AND I'D BE HAPPY TO ANSWER
19 ANY QUESTIONS THAT YOU MAY HAVE.

20

21 **SUP. KNABE, CHAIR:** ANY QUESTIONS OF DR. LEVY? YES, GLORIA?

22

23 **SUP. MOLINA:** DR. LEVY, ON A DIFFERENT ISSUE BUT I APPRECIATE
24 WHAT YOU'RE SAYING TO US NOW BUT IT'S VERY SIMILAR TO THE
25 QUESTION I ASKED DR. SATCHER. THERE IS A -- A DOCTOR IS HELD



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1 TO A VERY HIGH LEVEL OF TRUST, I THINK, FROM THE CONSUMER,
2 FROM ALL OF US, AND PROBABLY NO DIFFERENT THAN ALL OF US AS A
3 MEMBER OF A BOARD OF SUPERVISORS, IS THAT, WHEN YOU ENTRUST
4 THE CARE OF YOUR PARENT, YOUR CHILD, OR ANYONE TO A DOCTOR,
5 YOU KNOW, MOST OF THE TIME, 99% OF THE TIME, WE JUST BUY
6 EVERYTHING THEY SAY AND DO. A COUPLE OF TIMES, SOME OF US
7 CHALLENGE AND ASK FOR A SECOND OPINION, WHICH IS PROBABLY A
8 HEALTHY THING TO BE DOING, BUT THE REALITY IS IS THAT I GUESS
9 WHAT I'M SAYING, IN THIS INSTANCE, WHERE THERE WERE DOCTORS
10 WHO WERE TRAINED, WHO WERE FACULTY MEMBERS, WHO WERE PART OF
11 OVERSIGHT, NOT ONLY IN THE TRAINING OF THESE FUTURE DOCTORS,
12 WHAT IS HAPPENING, WHAT IS BREAKING DOWN WHEN A DOCTOR CAN
13 LOOK AT THE INADEQUACIES OF A NURSE, THE INADEQUACIES OF
14 PATIENT RECORDS, THE INADEQUACIES OF A FACILITY AND SAY
15 NOTHING? BECAUSE IT HAS TO BE CORRODING OR ENDANGERING PATIENT
16 CARE. WHAT IS HAPPENING IN THIS INSTITUTION? I MEAN, I CAN'T
17 BELIEVE THAT WE'RE TRAINING OUR DOCTORS NOW TO BE SHEEP IN
18 SOME OF THESE ISSUES BECAUSE THAT'S CERTAINLY NOT THE
19 RELATIONSHIP THAT WE HAVE, AS CONSUMERS, IN OUR RELATIONSHIP
20 AS TO HOW WE'VE LOOKED TO DOCTORS. THAT'S WHAT CONCERNS ME
21 BECAUSE WE CAN PUT IN NEW POLICIES, WE CAN PUT IN NEW RULES,
22 NEW PROTOCOLS, NEW LAWS AND EVERYTHING ELSE BUT IF THERE IS A
23 MIND SET THAT, "OH, MAN, I'M A DOCTOR, I'M NOT GOING LOOK, I'M
24 NOT..." YOU KNOW, I KNOW THAT HAPPENS WITH POLICE OFFICERS
25 THAT LOOK THE OTHER WAY, EVEN, YOU KNOW -- BUT I'M CONCERNED



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1 ABOUT THAT ASPECT OF IT. CAN YOU SHARE WITH ME ANY INSIDES OR
2 WHAT WE COULD DO IN ORDER TO FORTIFY THAT RELATIONSHIP?

3

4 **DR. GERALD LEVY:** YES, AND I THINK YOUR REMARKS ARE REALLY
5 QUITE PERTINENT. FIRST OF ALL, I'M A BIG BELIEVER IN
6 ORGANIZATION AND REPORTING LINES AND HOW YOU CONDUCT BUSINESS.
7 DOCTORS ARE NOT EXEMPT FROM RIGID OVERSIGHT AND CONTROL
8 BECAUSE, AS YOU POINTED OUT, AND VERY ELOQUENTLY I MIGHT ADD,
9 YOU HAVE TO TRUST YOUR PHYSICIAN. YOUR LIVES ARE AT STAKE AND
10 YOU NEVER KNOW WHEN YOU WILL BE IN MARTIN LUTHER KING MEDICAL
11 CENTER OR L.A. U.S.C. MEDICAL CENTER OR HARBOR OR UCLA OR ANY
12 HOSPITAL. YOU MAY BE DRIVING ON A STREET AND HAVE AN AUTO
13 ACCIDENT AND YOU MAY BE BROUGHT THERE AND YOU WANT TO KNOW
14 THAT YOUR FACILITY IS THE BEST. YOU, AS A BOARD OF
15 SUPERVISORS, IN TERMS OF THE COUNTY, YOU HAVE A RIGHT TO
16 DEMAND THAT THE HOSPITALS UNDER THE PURVIEW OF THE COUNTY
17 REPRESENT EXCELLENCE. IF YOU LOOK AT U.S.C.'S COUNTY HOSPITAL,
18 IF YOU LOOK AT HARBOR UCLA, IF YOU LOOK AT OLIVE VIEW, I THINK
19 YOU'VE ACHIEVED THAT. I DON'T KNOW ENOUGH ABOUT MARTIN LUTHER
20 KING MEDICAL CENTER TO MAKE ANY COMMENTS BUT YOU DO HAVE THE
21 RIGHT, AS SUPERVISORS, OBVIOUSLY, TO DEMAND A LEVEL OF
22 EXCELLENCE. FORTUNATELY, YOU HAVE RECRUITED SOMEONE HERE TO BE
23 THE DIRECTOR OF YOUR DIVISION OF HEALTH SERVICES AND THAT'S
24 TOM GARTHWAITE. AND I FORGET WHICH SUPERVISOR MENTIONED THIS
25 MORNING OR WHOEVER THAT WAS, THAT HE HAD A TRACK RECORD OF



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1 GREAT SUCCESS AT THE V.A. HE UNDERSTANDS QUALITY, HE
2 UNDERSTANDS EXCELLENCE. AND, YOU KNOW, FROM MY DISTANT PERCH,
3 HE HAS DONE A SUPERB JOB SINCE COMING HERE FROM WASHINGTON TO
4 HEAD THE SYSTEM. SO, THEREFORE, DR. GARTHWAITE, AS YOUR
5 REPRESENTATIVE, THEN DEMANDS THAT THE INTERNAL CHANGES BE MADE
6 WITH REGARD TO THE HOSPITAL, WHETHER IT'S QUALITY OF
7 PHYSICIANS, WHETHER IT'S THE HOURS THEY KEEP THERE FOR THE
8 DOLLARS THEY RECEIVE FOR BEING THERE, WHETHER THE EQUIPMENT
9 WORKS PROPERLY, WHETHER THE INDIVIDUALS AT ALL LEVELS OF THAT
10 HOSPITAL ARE FIT TO WORK IN THAT HOSPITAL, AND THAT IS THE JOB
11 OF THE COUNTY. WITH REGARD TO THE CONTRACT, THERE ARE FIRM
12 RESPONSIBILITIES ON THE PART OF THE CLINICAL LEADERSHIP AT THE
13 CHARLES R. DREW UNIVERSITY OF MEDICINE AND SCIENCE. THEY HAVE
14 TO ENSURE THAT THE RIGHT PEOPLE ARE RECRUITED, THE RIGHT
15 PEOPLE ARE IN PLACE AND THEY HAVE A CERTAIN RESPONSIBILITY TO
16 MAKE SURE THAT THE PHYSICIANS IN THAT HOSPITAL ARE THERE WHEN
17 THEY'RE SUPPOSED TO BE THERE AND DOING THE THINGS THAT THEY'RE
18 GETTING PAID TO DO. BUT THERE'S A WHOLE CHAIN OF COMMAND. IT'S
19 NO DIFFERENT IN THE MILITARY THAN IT IS IN A HOSPITAL. YOU
20 HAVE THE RIGHT TO DEMAND IT, YOU HAVE A RIGHT TO ASK DR.
21 GARTHWAITE TO DO THAT, AND DR. GARTHWAITE HAS EVERY RIGHT AND
22 SHOULD DO, TO DEMAND THAT OF THE LEADERSHIP AT CHARLES R. DREW
23 UNIVERSITY OF MEDICINE AND SCIENCE. AND I THINK THE BEST THING
24 THAT MAY COME OUT OF ALL OF THIS THAT'S HAPPENED IS THAT I
25 WOULD BELIEVE THAT IT WILL -- THAT THERE WILL BE THE KINDS OF



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1 REFORMS THAT YOU SEEK AND I THINK ALL OF YOU HAVE STATED
2 TODAY.

3

4 **SUP. MOLINA:** THANK YOU, SIR.

5

6 **SUP. KNABE, CHAIR:** THANK YOU. THANK YOU, DR. LEVY.

7

8 **DR. GERALD LEVY:** THANK YOU VERY MUCH.

9

10 **SUP. KNABE, CHAIR:** ANYBODY HAVE ANY QUESTIONS? THANK YOU VERY
11 MUCH. APPRECIATE YOUR PATIENCE AND APPRECIATE YOUR TESTIMONY.
12 THANK YOU. MR. SPELL.

13

14 **WINSTON E. SPELL:** YEAH, HI. THANK YOU FOR GIVING ME A MOMENT
15 TO SPEAK TO THE SUPERVISORS. I'M VERY IMPRESSED JUST TO BE
16 HERE WITH THE LEADERS OF LOS ANGELES. I DO CARDIAC ULTRASOUND
17 AT KING DREW MEDICAL CENTER AND I SUPPORT THE NEONATAL
18 INTENSIVE CARE UNIT SO I CAME DOWN, REALLY, TO SPEAK ON THAT
19 BEHALF. VERY MUCH INTERESTED IN KEEPING IT AT ITS HIGHEST
20 LEVEL OF, YOU KNOW, STATUS. AND I KNOW DR. GARTHWAITE WAS
21 PUTTING THAT AS A POSSIBLE COMPONENT TO DOWNGRADE IT STATUS TO
22 A LOWER LEVEL. I THINK IT'S REAL IMPORTANT THAT THAT UNIT STAY
23 AT ITS TOP LEVEL AND EVEN DR. GARTHWAITE, IN CONTRADICTING, I
24 GUESS HE'S THINKING MORE OF THE BUDGET, THAT THAT AREA IS THE
25 GREATEST -- HAS ITS GREATEST HEALTH DISPARITY. THAT WAS



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1 ACTUALLY DR. GARTHWAITE'S OWN WORDS. SO I JUST WANTED TO COME
2 DOWN PERSONALLY AND LET YOU ALL KNOW THAT WE RUN A GREAT UNIT
3 THERE. WE HAVE VERY HAPPY, CARING NURSES AND OUR STAFF AND OUR
4 CAPACITY IS AVAILABLE TO GROW AND TO HANDLE ANY KIND OF GROWTH
5 ISSUES TO BE A QUALITY UNIT THERE. IT HAS BEEN A LITTLE LONG-
6 WINDED DAY SO I'M SORT OF RUNNING IN A LOT OF DIFFERENT
7 DIRECTIONS BUT I WOULD LIKE TO SAY THAT WE HAVE A VERY GREAT
8 PROGRAM HERE AND I ACTUALLY CARRY AN ON-CALL PAGER 24 HOURS A
9 DAY, VOLUNTEER SOME OF MY TIME. MYSELF, PERSONALLY, I WAS
10 TRAINED IN THE MILITARY SO, WHEN I RUN A SHIP, I RUN IT IN A
11 VERY EFFICIENT MANNER. AND SO I CAN DEFINITELY ADDRESS SOME OF
12 THE CONCERNS DOCTOR -- THAT IS, SUPERVISOR MOLINA HAS HAD.
13 IT'S THAT I'M VERY SHOCKED IF ANYTHING IN THE HOSPITAL ISN'T
14 AT A LEVEL OF EFFICIENCY AND ACCOUNTABILITY. AND SO I THINK
15 IT'S REAL IMPORTANT TO HAVE MANAGEMENT SKILLS FOR THE PEOPLE
16 THAT ARE RUNNING EVERY DEPARTMENT AND I THINK SOMEHOW THE
17 PEOPLE THAT ARE IN THE HOSPITAL, THAT I'VE NOTICED, I DON'T
18 KNOW IF THEY'VE ACTUALLY BEEN REQUIRED TO HAVE MANAGEMENT
19 CLASSES, BUT THERE'S BEEN SOME PEOPLE I'VE SEEN IN DIFFERENT
20 PARTS OF THE HOSPITAL THAT I DON'T THINK HAVE EVER HAD TO BE
21 TAUGHT HOW TO BE A MANAGER, HOW TO CONTROL PEOPLE, HOW TO
22 CONTROL DOCTORS AND HOW TO HOLD EVERYONE, INCLUDING THE
23 NURSING DEPARTMENT AND EVERYONE ELSE. ACCOUNTABLE. SO MAYBE
24 THAT'S WHERE SOME OF THAT CHALLENGES ARE, YOU KNOW, WHEN
25 THINGS GO TOTALLY AWRY AND YOU WONDER WHO'S AT THE WHEEL. SO I



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1 JUST WANTED TO ADDRESS SUPERVISOR MOLINA'S QUESTION AND THEN
2 JUST GIVE FULL SUPPORT THAT WE RUN A GREAT PROGRAM AT KING
3 DREW MEDICAL CENTER. I USED TO WORK AT HARBOR UCLA AND I DID
4 10 YEARS THERE SO I'M TALKING FROM A WEALTH OF ABOUT 15 YEARS'
5 EXPERIENCE WITH THE COUNTY. SO I LOOK FORWARD TO JUST HAVING A
6 GREAT PROGRAM AND I KNOW YOU GUYS HAVE DIFFICULT, MULTILEVEL
7 DECISIONS TO MAKE IN THAT AREA. OKAY.

8

9 **SUP. KNABE, CHAIR:** THANK YOU. GENEVIEVE, AND THEN I'LL CALL
10 TIM WATKINS, IF YOU COULD JOIN US, PLEASE.

11

12 **GENEVIEVE CLAVREUL:** GOOD AFTERNOON, BOARD OF SUPERVISORS. I AM
13 GLAD TO FINALLY SEE YOU DEAL WITH THE ISSUE OF M.L.K. YOU KNOW
14 I'VE BEEN COMPLAINING ON THAT PROBLEM FOR YEARS AND I WILL
15 REPEAT THE SAME THING. I'M STILL CONCERNED THAT, RIGHT NOW,
16 YOU HAVE A MANAGEMENT CONSULTANT WHO HAS NOT BEEN APPROVED BY
17 AN R.F.P. IN THE CITY OF LOS ANGELES, WE ARE TEN-- IN THE
18 COUNTY OF LOS ANGELES, WE ARE 10.5 MILLION. I'M SURE THERE IS
19 MULTIPLE PEOPLE WHO ARE SKILLED TO DO THE JOB THAT THAT
20 CONSULTING FIRM IS DOING. I STILL THINK THAT'S NOT THE WAY TO
21 DO BUSINESS. I THINK, AS A COUNTY, YOU ARE RESPONSIBLE TO MAKE
22 SURE THAT YOU ARE FAIR. IT'S OBVIOUS, WHEN YOU COME TO M.L.K.,
23 PEOPLE HAVE BEEN SLEEPING AT THE WHEEL FOR A LONG TIME BUT
24 IT'S, YOU KNOW, NEVER TOO LATE TO WAKE UP. SO I'M GLAD TO SEE
25 SOMETHING GOING ON RIGHT NOW. I'M SPECIFICALLY HAPPY ABOUT THE



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1 PUBLIC HEARING AND I HOPE THAT YOU WILL MAKE THEM AT A
2 DIFFERENT TIME OF THE DAY SO DIFFERENT PEOPLE CAN ATTEND,
3 ESPECIALLY EVENINGS, SO THAT PEOPLE WHO WORK CAN ATTEND. I
4 WOULD LIKE TO RESERVE MY 1.57 MINUTE TO TALK LATER ONTO ITEM
5 17. SUP. KNABE, CHAIR: OKAY. GO AHEAD. NELLE?

6

7 **NELLE W. IVORY:** I'M NELLE IVORY. I'M FROM THE COMMUNITY AND
8 I'M SPEAKING FOR MYSELF AND ALL OF THAT. THE FIRST THING I
9 WOULD SAY I'VE BEEN IN LOS ANGELES EVER SINCE THE '40S AND I
10 WOULD SAY KING DREW IS UNDER WHAT YOU CALL SOCIAL ENGINEERING.
11 AND I'LL EXPLAIN THAT LATER BUT I WOULD LIKE TO SAY TO MISS
12 MOLINA, ALL OF YOU NEED TO GET OUT INTO THE COMMUNITY AND SEE
13 WHAT THE PEOPLE ARE THINKING AND FEELING AND ALL OF THAT.
14 THERE IS RACIAL TURMOIL AROUND KING DREW BECAUSE IT WAS TRIED
15 TO CHANGE THE NAME IN THE FIRST PLACE. PEOPLE ARE STILL ANGRY
16 ABOUT THAT AND I WOULD LIKE TO SAY TO MRS. BURKE, IF YOU THINK
17 EVERYBODY IN THIS ROOM OR IN THIS COMMUNITY, IN THIS WORLD,
18 DON'T THINK, WHEN YOU SEE A WHOLE GROUP OF WHITE PEOPLE COMING
19 DOWN FOR ANYTHING, OR BLACK PEOPLE, OR LATINOS, HAVE A MIND
20 SET OF WHAT'S HAPPENING. YOU KNOW THERE IS RACIAL OVERTONE IN
21 EVERYTHING. YOU KNOW, GET REAL! AND THAT'S ALL OF YOU. ME,
22 TOO! I'M NOT EXCLUDED. AND I WOULD LIKE TO SAY THAT. AND GOING
23 BACK TO SOCIAL ENGINEERING, YOU CAN DO IT TO ANYBODY. I CAN DO
24 IT TO YOU. GIVE ME YOUR SITUATION AND THEN PUT SOMETHING IN
25 THAT SO YOU WON'T SUCCEED. IT'S IN YOUR COMMUNITY, ALL OF YOU-



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1 ALL'S COMMUNITY, WHETHER YOU CAN FACE IT OR NOT. IT'S IN LOS
2 ANGELES, AND THAT'S WHAT KING DREW IS UNDER. I FELT SORRY FOR
3 THESE DOCTORS. I WENT TO THE LAST MEETING LAST FRIDAY AND IT
4 WAS JUST SAD. ONE NURSE CAME UP AND I THINK THEY FIRED HER.
5 SHE SAID SHE WAS OVER THE NURSE'S DEPARTMENT. THEY DIDN'T GIVE
6 HER AUTHORITY TO HIRE COMPETENT NURSES AND ALL OF THAT. HOW
7 CAN SHE DO A JOB IN THE NURSING DEPARTMENT IF YOU DON'T HAVE
8 THE NURSES, THE EQUIPMENT AND ALL OF THAT? AND THIS DOCTOR, I
9 PRAISE HIM. I HEARD HIM SPEAK, TOO. IF YOU DON'T GIVE, YOU OR
10 ANYBODY ELSE, THE EQUIPMENT TO DO YOUR JOB, YOU CAN'T DO IT.
11 THEN YOU WILL BE BLAMED FOR NOT DOING YOUR JOB. THAT'S WHAT'S
12 HAPPENING TO KING. AND I STAND BY THAT. AND I DON'T KNOW --
13 OH, I'M SORRY. BUT, ANYWAY, I DON'T KNOW IF YOU HIRE PEOPLE
14 THAT YOU KNOW ARE GOING TO DO THAT. ALL THE PEOPLE SITTING
15 DOWN THERE, YOU KNOW YOU NEED TO GET GOING IN THE COMMUNITY
16 AND ASK THE [NULL] COMMUNITY WHAT'S WRONG AND TAKE THEM
17 SERIOUSLY. AND KING DREW NEEDS TO BE THERE TO SERVE ALL THE
18 OTHER BLACK PEOPLE, THE LATINOS, THE POOR, THE UNDERPAID AND
19 WHATEVER YOU WANT TO SAY. AND ANOTHER THING I WANT TO SAY
20 ABOUT KING DREW. IT WAS BUILT AS A BLACK HOSPITAL, LET ME SAY
21 THAT. YOU CAN'T GO TO CEDARS-SINAI AND CHANGE THE NAME. IT'S
22 REALLY KNOWN ALL OVER THE WORLD OF WHAT IT IS AND I THINK OF
23 IT AS JEWISH HOSPITAL THAT GIVES GOOD SERVICE AND ALL OF THAT.
24 BUT MY WHOLE POINT IS, ANYBODY IN AN ENTITY CAN DESTROY
25 ANYBODY ELSE OR ANY OTHER INSTITUTION OR ANYTHING BY INPUTTING



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1 SOCIAL ENGINEERING. AND YOU -- IF YOU DON'T KNOW IT, YOU
2 BETTER LOOK IT UP AND GO IN THE COMMUNITIES AND FIND OUT
3 WHAT'S HAPPENING BECAUSE THAT IS WHAT'S HAPPENING. AND YOU --
4 IF YOU CAN CORRECT THIS, GO FROM THE PEOPLE IN THE COMMUNITY
5 AND ASK THEM. WE TRUST YOU. BUT ARE YOU TRUSTWORTHY TO US? ARE
6 YOU GOING TO HELP US? THAT'S MY QUESTION. AND WE'LL -- WE WILL
7 GET THE ANSWER FROM YOU FOR WHAT -- FROM WHAT HAPPENED TO KING
8 DREW.

9

10 **SUP. KNABE, CHAIR:** THANK YOU. MR. WATKINS?

11

12 **TIM WATKINS:** YES. MY NAME IS TIM WATKINS. I'M HERE FROM THE
13 WATTS LABOR COMMUNITY ACTION COMMITTEE. I ALSO HAPPEN TO BE A
14 BOARD MEMBER OF DREW UNIVERSITY BUT I'M NOT HERE IN THAT
15 CAPACITY TODAY. I, TOO, WANT TO INVOKE A GHOST HERE TODAY, THE
16 GHOST OF TED WATKINS THAT WORKED SO DILIGENTLY ALONG WITH HAHN
17 AND A GROUP OF 64 OTHER ORGANIZATIONS AND BODIES THAT WORKED
18 TO GET THE HOSPITAL THERE. I WANT TO TELL YOU JUST A LITTLE
19 BIT OF HISTORY ABOUT THE SPIRIT OF INTENT AND HOW THAT INTENT
20 PLAYED INTO THE WAY THAT MY FATHER WAS CARED FOR AT CEDARS-
21 SINAI AND HOW THAT RELATES TO KING DREW. THAT, IN 1982-'83,
22 THERE WAS A PROBLEM AT CEDARS-SINAI WHEREIN YOUNG CHILDREN
23 WERE BEING INOCULATED FOR HAVING COME INTO CONTACT WITH PEOPLE
24 THAT WERE SUFFERING FROM HEPATITIS AND OTHER TYPES OF DISEASE
25 SUCH AS THAT. THEY WERE BEING TREAT WITH A BLOOD SERUM



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1 PRODUCT. AND, TEN YEARS LATER, IN 1992/93, WE SAW THE REPORTS
2 IN THE TIMES THAT THOSE CHILDREN WERE DYING BECAUSE THEY'D
3 BEEN INOCULATED WITH TAINTED BLOOD. ALSO IN 1993, TED WATKINS
4 PASSED AWAY AT CEDARS-SINAI AFTER HAVING SUSTAINED A MASSIVE
5 HEART ATTACK AND THE HEART ATTACK ALONE PROBABLY WOULDN'T HAVE
6 KILLED HIM EXCEPT THAT IT WAS THE RESULT OF HIM BEING
7 MISTREATED AS A RESULT OF BEING MISDIAGNOSED. TED WATKINS WAS
8 A DIABETIC AND HE WAS ALSO ON DIALYSIS. AND THE PROBLEM WITH
9 HIM IS THAT HE HAD A DETERIORATING STOMACH LINING, AT LEAST
10 THAT'S WHAT THE DOCTORS THOUGHT AND, IN TRYING TO TREAT THAT,
11 THEY FED HIM ANTIBIOTICS THAT WERE ACTUALLY FEEDING A YEAST
12 THAT WAS CONSUMING HIM AND, EVENTUALLY, THE YEAST IS WHAT TOOK
13 HIM OUT. BUT WE, AS A FAMILY, LOOKED AT THAT AND UNDERSTOOD
14 THAT, DESPITE THE FACT THAT THERE WAS A MISDIAGNOSIS THERE
15 THAT PERHAPS CONTRIBUTED TO THE FAILURE, IT WAS THE SPIRIT AND
16 THE INTENT OF THAT DOCTOR TO SAVE HIS LIFE AND THE DOCTOR DID
17 ALL THAT HE KNEW HOW. DESPITE THE FACT THAT DR. LIPSCHITZ WAS
18 ONE OF THE GREATEST DOCTORS THERE, HE WAS NOT ABLE TO SAVE MY
19 FATHER. JUST SIX MONTHS LATER, JUST A SHORT SIX MONTHS LATER,
20 ONE OF YOUR FORMER COMMISSIONERS, BERNICE WATKINS, MY MOTHER,
21 MISDIAGNOSED WITH GALLSTONES. SHE HAD GALLSTONES AND THEY
22 NEVER SAW THE GALLSTONES. THEY DIDN'T DO THE SIMPLE TEST THAT
23 WOULD HAVE REVEALED IT AND THOSE GALLSTONES TURNED INTO TUMORS
24 THAT METASTASIZED AND GREW INTO HER LIVER. THE DAY BEFORE THEY
25 SENT HER HOME, THEY TOLD HER THAT SHE HAD TWO WEEKS LEFT TO



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1 LIVE. WHEN THEY MET US TWO WEEKS EARLIER THAN THAT, THEY TOLD
2 US SHE HAD 10 YEARS LEFT TO LIVE. THERE WAS A MISDIAGNOSIS
3 THAT THE DOCTOR APOLOGIZED FOR AND WE TOOK THAT, AGAIN, AS A
4 FAMILY, THE SPIRIT AND THE INTENT UNDER WHICH THAT DOCTOR
5 OPERATED WAS GOOD INTENT. WITH KING DREW, WE'VE SEEN THESE
6 PROBLEMS OCCUR THAT GET CHARACTERIZED AS TRAGEDIES BUT THE
7 INTENT THAT THEY'RE REPORTED WITH SEEMS TO ALWAYS BE THAT IT
8 WAS IN THE WRONG -- IT WAS MIS -- IT WAS MISGUIDED, IT WAS THE
9 WRONG INTENT AND, OFTENTIMES, WE THINK THAT COMPASSION IS
10 MISSING IN THE WAY THAT THE MEDIA REPORTS THESE THINGS AND
11 THAT, IF WE COULD JUST SLOW DOWN THE FRENZY THAT'S TAKING
12 PLACE AND TAKE ADVANTAGE OF THE RESTRUCTURING THAT IS TAKING
13 PLACE AT THE DREW BOARD, THE RESTRUCTURING THAT'S TAKING PLACE
14 AT AN UNPRECEDENTED LEVEL AT THE HOSPITAL AND GET A LITTLE BIT
15 OF RELIEF FROM THE ACCREDITING BODIES THAT ARE SLAMMING SO
16 DILIGENTLY, EVERY OTHER DAY WE'RE GETTING A NEW REVELATION,
17 THAT WE NEED JUST A BIT OF TIME TO SORT THIS ALL OUT SO THAT
18 THE WORK THAT YOU ALL ARE DOING CAN BE RESPONSIBLY CONCLUDED
19 AND THAT WE CAN ACTUALLY RESOLVE THESE ISSUES. THANK YOU.

20

21 **SUP. KNABE, CHAIR:** THANK YOU.

22

23 **SUP. MOLINA:** MAY I SAY SOMETHING TO MR. WATKINS?

24

25 **TIM WATKINS:** YES?



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1
2 **SUP. MOLINA:** I HOPE THAT, AGAIN, BECAUSE YOU DO PLAY A
3 LEADERSHIP ROLE AS WELL IN THIS COMMUNITY, NOT ONLY BECAUSE OF
4 THE WORK OF YOUR FATHER BECAUSE-- BUT ALSO A MEMBER OF THE
5 BOARD. THE ISSUE, AGAIN, IS NOW DO WE BUILD ON THAT
6 PARTNERSHIP FOR THAT CHANGE? THIS MAY LOOK LIKE A FRENZY TO
7 YOU, AS ONE ATTACK OVER ANOTHER. WE'RE NOT THE ACCREDITATION
8 BOARD. WE ARE AT THE RECEIVING END OF THOSE REPORTS AND ARE AT
9 A TOTAL DISMAY TO WHAT EXTENT IT'S GONE ON. THERE'S NO DOUBT
10 THAT THERE CAN BE A MISDIAGNOSIS AT ANY PRIVATE HOSPITAL THAT
11 CAN LEAD TO A DEATH. THOSE AREN'T THE ONLY ISSUES HERE. THERE
12 IS MANAGEMENT PROBLEMS AND OVERSIGHT PROBLEMS AT ALL LEVELS,
13 AT THE CLINICAL DIRECTOR AND SO ON, AND IT'S WORTHWHILE FOR
14 YOU, AS A MEMBER OF THE BOARD, TO HONESTLY LOOK AT SOME OF
15 THESE ISSUES AND TELL US HOW WE'RE GOING TO GET AT THAT. WHEN
16 YOU HAVE A DOCTOR WHO IS BEING PAID FULL TIME BUT ISN'T
17 PHYSICALLY THERE, ISN'T PHYSICALLY THERE, RUNS A PRIVATE
18 PRACTICE SOMEWHERE ELSE, YOU HAVE TO BE CONCERNED. YOU HAVE TO
19 BE CONCERNED. AND IT ISN'T OUR DOING, IT IS, AGAIN, HIRED BY
20 THE UNIVERSITY TO CARRY THAT OUT. WE NEED TO LOOK AT THOSE
21 THINGS. THOSE ARE NOT LIGHTWEIGHT THINGS. AND IT CONCERNS ME
22 THAT THOSE ARE THE EVENTS, AND THAT'S THE KIND OF THINGS THAT
23 HAVE TO START BEING CHANGED. WE CAN'T JUST LET IT HAPPEN.
24 WHATEVER RELATIONSHIP THEY HAVE AND THEY HAVE A COZY
25 RELATIONSHIP TO CREATE THIS KIND OF ENVIRONMENT AND A SETTING.



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1 THESE ARE SCARCE DOLLARS AND I DON'T MIND PAYING WHAT WE NEED
2 TO PAY TO DOCTORS BUT I'M TOTALLY DISMAYED WHEN I'M PAYING
3 THAT TO A DOCTOR THAT IS NOT PHYSICALLY THERE.

4

5 **TIM WATKINS:** MAY I RESPOND?

6

7 **SUP. MOLINA:** YES, CERTAINLY.

8

9 **TIM WATKINS:** FIRST OF ALL, WHAT I DON'T HEAR BEING TALKED
10 ABOUT IN ANY OF THE DISCUSSIONS ABOUT THE FUTURE OR THE
11 CURRENT CONDITION OF THE HOSPITAL AND THE UNIVERSITY IS THE
12 FACT THAT BOTH FACILITIES WERE ESTABLISHED TO ADDRESS ANOTHER
13 PART OF THE FAILING HEALTH OF THE COMMUNITY AND THAT WAS
14 ECONOMIC SUSTAINABILITY. AND, FROM A COMMUNITY SUSTAINABLE
15 STANDPOINT, I HAVEN'T SEEN ANY OF THE COST BENEFIT ANALYSIS OR
16 STUDIES THAT WOULD LEAD US TO UNDERSTAND WHAT THE TRUE IMPACT
17 WOULD BE IF WE DISCOURAGE OR DIMINISH THE LEVEL OF CARE AND
18 THE LEVEL OF INVESTMENT THAT WE'VE GOT IN THOSE FACILITIES.
19 DREW UNIVERSITY, BEING ONE OF A KIND WEST OF THE MISSISSIPPI,
20 CERTAINLY ENJOYS A DISTINCTION AS HAVING STRONG CULTURAL ROOTS
21 AND IMPORTANT CULTURAL HERITAGE BUT, AT THE SAME TIME, I DON'T
22 THINK THAT WE CAN OVERLOOK THE RESIDENTS, THE SHOPPING
23 CENTERS, THE TRAFFIC PATTERNS, ALL OF THE DIFFERENT JOBS AND
24 OPPORTUNITIES THAT GENERATE AS A RESULT OF THE HEALTH AND
25 WELL- BEING OF BOTH OF THOSE FACILITIES. FURTHER, I SEE THAT



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1 THE DEMOGRAPHICS THAT YOU SPOKE TO EARLIER ARE AN IMPORTANT
2 ASPECT.

3

4 **SUP. MOLINA:** SIR, I DIDN'T EVEN ADDRESS...

5

6 **TIM WATKINS:** I MEAN, WHEN YOU WERE SPEAKING EARLIER AND I JUST
7 WANTED TO...

8

9 **SUP. MOLINA:** I KNOW, BUT I'M TALKING ABOUT YOUR ORGANIZATION,
10 YOUR BOARD OF DIRECTORS PERMITTED, CREATED, ALLOWED, HAVE IN
11 PLACE RIGHT NOW A DOCTOR WHO DOESN'T WORK THERE AND THEY'RE
12 PAYING FOR HER.

13

14 **TIM WATKINS:** BUT YOU HAVE TO -- ONE OTHER THING...

15

16 **SUP. MOLINA:** WHAT DOES THAT HAVE TO DO WITH ECONOMIC
17 DEVELOPMENT? DOES A LOT WITH HER ECONOMIC DEVELOPMENT BUT...

18

19 **TIM WATKINS:** WELL, I'LL TELL YOU EXACTLY WHAT IT HAS TO DO
20 WITH ECONOMIC DEVELOPMENT. THAT TODAY IN OUR COMMUNITY, WE
21 HAVE YOUNG BOYS, YOUNG GIRLS, TODAY THEY HAPPEN TO BE MORE OF
22 LATINO DESCENT THAN THEY USED TO BE OF AFRICAN AMERICAN
23 DESCENT, BUT THEY'RE DYING IN OUR COMMUNITY EVERY DAY AND
24 THEY'RE DYING AS A RESULT OF AN UNHEALTHY COMMUNITY, NOT
25 BECAUSE OF THE UNHEALTHY HOSPITAL. THE HOSPITAL IS A PART OF



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1 THAT COMMUNITY AND I'M SAYING THAT THE OVERALL SUSTAINABILITY
2 HAS TO INCLUDE THAT ASPECT. THERE IS ANOTHER ISSUE, IF YOU
3 DON'T MIND. I THINK THAT, YOU KNOW, WHEN WE TALK ABOUT GOING
4 OUT TO THE COMMUNITY, THAT'S A VITAL PART OF IT. BUT AS WE'VE
5 CONDUCTED OUR OWN -- AND I'M NOT HERE TALKING ON BEHALF OF
6 DREW UNIVERSITY. I'M HERE FROM W.L.C.A.C. WHEN WE'VE TRIED TO
7 GARNER, YOU KNOW, A RESPONSE FROM THE COMMUNITY ON BEHALF OF
8 THESE YOUNGSTERS THAT WE SEE LIVING, YOU KNOW, EIGHT AND NINE
9 DEEP IN TWO-UNIT APARTMENTS IN NICKERSON GARDENS, WE'RE...

10

11 **SUP. MOLINA:** BUT, BUT MR...

12

13 **TIM WATKINS:** ...NOT ABLE TO GET THE FAMILIES AND PARENTS AND
14 FAMILIES TO COME FORWARDS BECAUSE...

15

16 **SUP. MOLINA:** BUT, MR. WATKINS, THAT HAPPENS IN ALL OF OUR
17 NEIGHBORHOODS, OKAY? AND THAT MIGHT BE IF WE WERE GOING TO
18 TAKE CARE OF ALL THE ISSUES OF THE DAY. RIGHT NOW WE'RE TRYING
19 TO DEAL WITH A SITUATION THAT IS VITALLY CRITICAL TO THE WELL-
20 BEING OF THE COMMUNITY. YOU SERVE AS A MEMBER OF THE BOARD
21 AND, AS A MEMBER OF THE BOARD, YOU HAVE DIRECT RESPONSIBILITY
22 FOR WHAT I JUST SAID AND YOU KEEP AVOIDING IT.

23

24 **TIM WATKINS:** WELL, IF YOU LOOK AT THE RECORD, THE HEARINGS
25 THAT WERE CONDUCTED WITH THE ASSEMBLY PEOPLE, YOU'LL SEE WELL



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1 BEFORE THE SATCHER COMMISSION, WELL BEFORE ANY OF THE OTHER
2 BODIES GATHERED, I SAID THAT THE DREW UNIVERSITY BOARD NEEDED
3 TO BE RECONSTITUTED, THAT THERE WAS A DEEP PREPONDERANCE OF
4 LOYALISTS ON THAT BOARD THAT COME OUT OF UCLA U.S.C. AND THAT
5 WE NEEDED TO BALANCE THAT SO THAT WE'VE GOT PEOPLE THAT ARE
6 THERE FROM A BROADER SPECTRUM OF LEARNING INSTITUTIONS.. I
7 STAND BY THAT TO THE EXTENT THAT THE BOARD NEEDS TO BE
8 BALANCED THAT WAY BUT I THINK THE LARGER QUESTION IS, OF ALL
9 OF THE DOCTORS AND THE BUSINESS ADMINISTRATORS AND THE PEOPLE
10 THAT HAVE BEEN TRAINED AT ALL OF THESE INSTITUTIONS, WHAT IS
11 WRONG WITH THE LEVEL OF EDUCATION THAT THE INSTITUTIONS ARE
12 GIVING THAT CAUSE THEM TO ROUTINELY MAKE POOR BUSINESS
13 DECISIONS ON BEHALF OF THEIR PROFESSION WHEN THEY MAKE THE
14 DECISION TO OVERLOOK, YOU KNOW, AN IMPROPRIETY OR THEY MAKE A
15 DECISION TO ADD ONE MORE BODY TO THE ROSTER THAT SHOULDN'T BE
16 THERE OR WHATEVER. AND SO, SOMEWHERE ALONG THE LINE, WE'VE GOT
17 TO GET BACK TO THE ROOTS OF HOW THEY'RE TRAINED IN TERMS OF
18 ETHICS AND THE KINDS OF MORAL OBLIGATION THAT THEY MAKE TO
19 THEIR PROFESSION WHEN THEY COME INTO A POOR COMMUNITY TO HELP
20 IT. AND LASTLY, I'D SAY THAT WE'D PROBABLY ALL BE MUCH BETTER
21 OFF IF THEY COME WITH THE MISSION TO HELP THE COMMUNITY HELP
22 ITSELF AS SIMPLY COMING ON A MISSION TO HELP THE COMMUNITY AND
23 LEAVE IT AT THAT. THANK YOU.
24



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1 **SUP. ANTONOVICH:** HOW DO YOU DEAL WITH A PERSON THAT'S BEING
2 PAID AND NOT DOING THEIR JOB?

3

4 **TIM WATKINS:** I THINK THAT, IF INCOMPETENCE IS AN ISSUE, THAT
5 THE SYSTEM OUGHT TO HAVE A WAY OF EVALUATING AND MEASURING
6 THAT AND DISPENSING WITH THAT PERSON.

7

8 **SUP. ANTONOVICH:** AND REMOVING THAT PERSON. RIGHT?

9

10 **TIM WATKINS:** YES.

11

12 **SUP. ANTONOVICH:** RIGHT.

13

14 **TIM WATKINS:** ABSOLUTELY.

15

16 **SUP. ANTONOVICH:** THAT'S WHAT MS. MOLINA WAS TALKING ABOUT.

17

18 **TIM WATKINS:** ABSOLUTELY.

19

20 **SUP. ANTONOVICH:** OKAY. THAT WAS THE QUESTION.

21

22 **SUP. KNABE, CHAIR:** OKAY. THANK YOU.

23

24 **TIM WATKINS:** ALL RIGHT. THANK YOU.

25



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1 **SUP. KNABE, CHAIR:** IF THERE'S NO OTHER QUESTIONS, WE HAVE
2 THREE ACTIONS IN FRONT OF US, RECOMMENDATIONS FROM THE
3 DEPARTMENT. ONE IS EFFECTIVE SEPTEMBER 1ST, TO TERMINATE THE
4 CURRENT AGREEMENT WITH DREW AND INSTRUCT THE D.H.S. TO
5 RENEGOTIATE A NEW AGREEMENT. TWO, TO AUTHORIZE D.H.S. TO
6 FACILITATE THE CONSOLIDATION OF RESTRUCTURING OF CLINICAL
7 SERVICES AT M.L.K. AND, THREE, TO AMEND CURRENT AGREEMENTS
8 WITH THE NURSE REGISTRY AGENCIES, INCREASING THE PAYMENT RATES
9 SO THAT THE COUNTY CAN COMPETE WITH THE MARKET TO FILL
10 TEMPORARY NURSING POSITIONS. THERE ARE THOSE THREE. YES?

11

12 **SUP. YAROSLAVSKY:** I'D LIKE TO ADD AN AMENDMENT TO THE FIRST
13 ONE RECOMMENDATION WHICH IS THAT, AS I ADDRESSED EARLIER THIS
14 MORNING, THAT, AT THE SAME TIME THEY'RE RENEGOTIATING WITH THE
15 KING DREW -- WITH DREW UNIVERSITY, I'M SORRY, THAT THE
16 DEPARTMENT ALSO PREPARE -- THE DEPARTMENT MAINTAIN -- IN THE
17 EVENT THAT THE NEGOTIATIONS ARE UNSATISFACTORY OR
18 UNSUCCESSFUL, THE DEPARTMENT MAINTAIN HOSPITAL SERVICES AT
19 KING DREW IN SOME OTHER FASHION. IN OTHER WORDS, JUST BE
20 PREPARED FOR THE EVENTUALITY THAT THINGS WON'T GO WELL. I'M
21 NOT ADVOCATING THAT. I JUST THINK YOU NEED TO BE PREPARED.

22

23 **SUP. KNABE, CHAIR:** OKAY. WITH THAT AMENDMENT, THE ITEM IS
24 BEFORE US.

25



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1 **SUP. BURKE:** WELL, I HAVE A REAL PROBLEM WITH THAT AMENDMENT. I
2 THINK THAT WE HAVE A DIRECTOR WHO IS VERY AWARE OF THE FACT
3 THAT, IF HE IS UNABLE TO GET A BOARD OF THAT HOSPITAL TO MOVE
4 FORWARD, THAT HE'S NOT AN IDIOT. HE'S GOING TO BE LOOKING AT
5 HOW HE'S GOING TO CONTINUE THE HOSPITAL TO OPERATE. THE
6 MESSAGE IT SENDS OUT WHEN YOU ADD THAT IS THAT YOU REALLY
7 THINK YOU'RE GOING TO TERMINATE THE CONTRACT, AND THAT'S --
8 SEE, I MEAN, IT'S JUST UNNECESSARY LANGUAGE THAT'S GOING TO
9 STIR UP A LOT OF PEOPLE AND CAUSE AN UNNECESSARY GROUP OF
10 RUMORS AND EVERYTHING ELSE. AND, YOU KNOW, I WOULD SAY TO YOU,
11 SUPERVISOR YAROSLAVSKY, YOU CAN TELL HIM THAT BUT, TO PUT IT
12 IN A MOTION AND FOR US TO ADOPT IT, I DO THINK IS NOT GOING TO
13 BE POSITIVE AT ALL.

14

15 **SUP. YAROSLAVSKY:** WELL, I'D BE PREPARED TO WITHDRAW THE MOTION
16 IF WE HAVE A SENSE AT THE BOARD HERE THAT THE SENSE OF THE
17 MOTION IS WHAT WE'RE ASKING HIM TO DO. I DON'T NEED TO WRITE
18 ANOTHER MOTION, ALTHOUGH WE'VE ALREADY DONE IT. I'LL BE HAPPY
19 TO WITHDRAW IT, PROVIDED THAT IT IS UNDERSTOOD THAT YOU ARE
20 GOING TO BE PREPARED WITH ALTERNATIVES IF THIS SHOULD BE
21 UNSUCCESSFUL.

22

23 **SUP. KNABE, CHAIR:** I MEAN, THE ALTERNATIVE BEING STILL TO
24 MAINTAIN HOSPITAL SERVICES, THOUGH. WHAT'S THE PROBLEM WITH
25 THAT?



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1

2 **SUP. BURKE:** WELL, I MEAN, WHY DO WE HAVE TO SAY THAT HE HAS TO
3 HAVE AN EXIT STRATEGY?

4

5 **SUP. KNABE, CHAIR:** IT DOESN'T SAY EXIT.

6

7 **SUP. YAROSLAVSKY:** IT DOESN'T SAY EXIT STRATEGY.

8

9 **SUP. KNABE, CHAIR:** IT SAYS MAINTAIN HOSPITAL SERVICES.

10

11 **SUP. BURKE:** WELL, HE'S GOING TO DO THAT. I MEAN, I THOUGHT
12 THAT'S WHAT HE IS COMMITTED TO DO.

13

14 **SUP. KNABE, CHAIR:** OKAY.

15

16 **SUP. YAROSLAVSKY:** YOU KNOW WHAT? THIS IS MY PROBLEM.

17

18 **SUP. BURKE:** WHY SHOULD...

19

20 **SUP. YAROSLAVSKY:** I THINK, IF I COULD JUST -- WHILE I
21 FILIBUSTER FOR 30 SECONDS, I WOULD ASK THAT YOU READ THE
22 MOTION SO THAT -- BECAUSE I THINK YOU MIGHT FIND IT'S NOT AS
23 BAD AS YOU THINK IT IS. BUT I DO BELIEVE THAT, JUST AS IT
24 SENDS A MESSAGE, IT MAY SEND A MESSAGE ONE WAY ABSENCE OF SOME
25 EXPECTATION, SENDS A MESSAGE THE OTHER WAY. I'M FEARFUL THAT



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1 WE'RE GOING TO REGRESS TO STATUS QUO AND THAT'S UNACCEPTABLE.
2 AND, I MEAN, I HAVE NOT FORGOTTEN ALL OF WHAT I'VE READ IN THE
3 REPORTS I'VE GOTTEN FROM FRED LEAF. I HAVE NOT FORGOTTEN ALL
4 OF THE VOLUMINOUS MATERIAL THAT WE HAVE HAD IN THE LAST
5 SEVERAL MONTHS ABOUT WHAT'S GOING ON AT THIS PARTICULAR
6 FACILITY AND IN THE RELATIONSHIP TO THE UNIVERSITY. AND I'M
7 NOT GOING TO WALK AWAY FROM HERE SAYING THAT, YOU KNOW, DREW
8 AT ANY COST. I THINK WE OUGHT TO BUST OUR BEHINDS TO SEE IF WE
9 CAN DO IT IN A WAY THAT PRESERVES DREW, NOBODY IS OUT TO GET
10 IT, NOBODY IS OUT TO GET -- CERTAINLY NOT OUT TO GET THE
11 HOSPITAL. I THINK WE ALL SHARE THAT VIEW. BUT I'M TELLING YOU,
12 IT'S -- I'M PREPARED NOT TO INTRODUCE IT FORMALLY IF YOU
13 UNDERSTAND IT TO BE THAT, IF YOU DON'T HAVE A RESULT -- A
14 SATISFACTORY RESULT BY SEPTEMBER 1ST OR IN ADVANCE OF
15 SEPTEMBER 1ST, THAT YOU'RE GOING TO HAVE AN ALTERNATE PLAN. IF
16 YOU DON'T, DR. GARTHWAITE, WHAT DO YOU EXPECT WE'RE GOING TO
17 BE DOING? WE'RE GOING TO BE POUNDING ON YOU. AND SO I JUST
18 THINK IT'S COMMON SENSE TO DO IT.

19

20 **SUP. KNABE, CHAIR:** SUPERVISOR MOLINA?

21

22 **SUP. MOLINA:** I WOULD HAVE TO AGREE WITH MS. BURKE ON THIS.
23 AND, MR. YAROSLAVSKY, I REALLY WOULD REQUEST THAT IT REALLY IS
24 SENDING A MESSAGE. I THINK THAT WE NEED -- THAT'S WHY IT'S SO
25 IMPORTANT THAT WE GIVE DIRECTION TO THE DEPARTMENT AS TO WHAT



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1 IT NEEDS TO DO. BECAUSE IT'S ON A PARALLEL TRACK, I THINK IT
2 DOESN'T CREATE THE PARTNERSHIP THAT DR. DAVID SATCHER'S REPORT
3 SAID THAT WE SHOULD GRAVITATE TOWARD. AND THERE IS NO DOUBT
4 THAT I THINK THAT DR. GARTHWAITE NEEDS TO LET US KNOW IN TWO
5 WEEKS, THREE WEEKS, SIX WEEKS, TWO MONTHS IF WE'RE NOT GOING
6 TO GET THERE AND THEN THERE SHOULD BE A CHANGE OF COURSE. MY
7 CONCERN IS IS THAT THIS, THIS SORT OF TELLS THEM THAT WE'RE
8 NOT SINCERE ABOUT WANTING TO RENEGOTIATE. I THINK THE
9 TERMINATION NOTICE, AND FOR DR. GARTHWAITE TO HAVE GIVEN US
10 THAT RECOMMENDATION AND FOR US TO ADOPT TODAY IS A VERY BOLD
11 STATEMENT. IT MAY NOT SEEM BOLD BUT IT IS BOLD BECAUSE YOU'VE
12 TERMINATED THE CONTRACT WITH CHARLES DREW AND NOW WE NEED TO
13 BEGIN ON STEP ONE AND START NEGOTIATING OUR NEW PARTNERSHIP.
14 IT'S SORT OF HARD TO SAY TO SOMEBODY, "I WANT TO NEGOTIATE A
15 PARTNERSHIP BUT, LOOK, IF YOU DON'T GO MY WAY A HUNDRED
16 PERCENT..." AND A PARTNERSHIP USUALLY IS 50/50, "...IF YOU
17 DON'T GO MY WAY A HUNDRED PERCENT, THEN I'M GOING TO MOVE ON
18 AND GO TO MY PARALLEL PLAN" AND THAT'S THE PROBLEM I HAVE WITH
19 IT. ALSO...

20

21 **SUP. KNABE, CHAIR:** WELL, MAYBE WE COULD JUST AMEND THE
22 RECOMMENDATION TO REPORT BACK TO THE BOARD EVERY TWO WEEKS ON
23 THE STATUS OF NEGOTIATIONS AND THAT WOULD GIVE US ALL A SENSE
24 AND A COMFORT LEVEL AS TO WHAT'S GOING ON. WOULD YOU BE
25 COMFORTABLE WITH THAT?



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1

2 **SUP. BURKE:** AND LET ME SAY THAT REPORTING BACK IS ONE THING.
3 IN ORDER FOR HIM TO MOVE FORWARD TO ESTABLISH AN INDEPENDENT
4 HOSPITAL IS GOING TO TAKE CONSIDERABLE RESOURCES. YOU'RE GOING
5 TO EITHER HAVE TO BRING IN CONSULTANTS WHO ARRIVE AT HOW YOU
6 WOULD OPERATE THIS HOSPITAL OR HE'S GOING TO HAVE TO USE MOST
7 OF HIS EFFORTS ARRIVING -- SPEND THEM ON SETTING UP THIS
8 INDEPENDENT HOSPITAL. THIS IS SOMETHING -- TO SET UP AN
9 INDEPENDENT HOSPITAL THAT IS NOT A TEACHING HOSPITAL, THAT HAS
10 NO RELATIONSHIP WITH A MEDICAL SCHOOL THAT HAS 300 RESIDENTS
11 THAT THEY PRESENTLY HAVE AND THAT YOU'RE GOING TO ELIMINATE,
12 THIS IS A JOB THAT WOULD PROBABLY TAKE A YEAR IN AND OF
13 ITSELF. SO, I MEAN, AND RESOURCES, IT'S GOING TO COST A LOT OF
14 MONEY TO DO THAT, A LOT OF PEOPLE TO DO IT. NOW, REPORTING
15 BACK, THAT'S FINE, BUT TO GETTING INVOLVED IN A PARALLEL TRACK
16 OF ESTABLISHING AN INDEPENDENT, NON-TEACHING HOSPITAL OR A
17 HOSPITAL THAT HAS A RELATIONSHIP WITH ANOTHER HOSPITAL --
18 ANOTHER MEDICAL SCHOOL, THAT IS A FULL-TIME JOB.

19

20 **SUP. YAROSLAVSKY:** OKAY. CAN I MAKE A SUGGESTION? BECAUSE WHAT
21 I'M HEARING, AND I APPRECIATE ALL THE CONSTRUCTIVE SUGGESTIONS
22 I'M GETTING, BUT IT JUST REINFORCES WHAT I'M FEARFUL OF, AND -
23 - BUT I HAVE A SOLUTION HERE THAT -- A PROCEDURAL SOLUTION BUT
24 I JUST WANT TO SPEAK TO THE SUBSTANCE OF IT. HERE IS MY FEAR.
25 AND EVERYBODY HERE KNOWS IT. THAT, BECAUSE OF THE VERY -- AND



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1 YOU'RE ABSOLUTELY RIGHT, IT'S VERY COMPLICATED AND IT'S A
2 MAJOR UNDERTAKING FOR HIM TO DO A PARALLEL TRACK BUT IF, IN
3 JULY OR AUGUST, YOU DISCOVER THAT, YOU KNOW, IT'S JUST NOT --
4 THEY'RE JUST NOT SERIOUS OVER THERE AND WE'RE NOT GETTING --
5 IF YOU'LL COME TO THAT CONCLUSION AND YOU JUST HAVE A --
6 YOU'VE COME TO THE CONCLUSION THAT YOU CAN'T NEGOTIATE A
7 SATISFACTORY CONTRACT THAT PROTECTS THE COMMUNITY THAT WE
8 SERVE, THEN WHAT ARE YOU GOING TO DO? IN JULY AND AUGUST,
9 THESE COMMENTS ARE GOING TO BE EVEN MORE VALID. YOU CAN'T, IN
10 THREE MONTHS, PREPARE A PARALLEL TRACK. YOU'RE JUST -- SO
11 YOU'RE STUCK. AND I JUST -- BECAUSE I WANT TO ASK YOU A
12 QUESTION, DR. GARTHWAITE, THE FUNDAMENTAL QUESTION, MOTION OR
13 NO MOTION. WHAT HAPPENS -- JUST BECAUSE THE CONTRACT HAS BEEN
14 TERMINATED DOESN'T MEAN YOU DON'T HAVE A RELATIONSHIP. YOU'RE
15 GOING TO KEEP DOING BUSINESS WITH THESE FOLKS THE SAME WAY
16 YOU'VE BEEN DOING WITH THEM AND UCLA AND S.C. IT'S JUST -- THE
17 CONTACT WILL HAVE BEEN TERMINATED BUT YOU'RE GOING TO HAVE
18 KIND OF A STATUS QUO, IN TERMS OF THE LEGAL RELATIONSHIP,
19 WHILE YOU RENEGOTIATE THE CONTRACT. ISN'T THAT RIGHT? THEY'RE
20 NOT GOING TO BE UNPROTECTED DURING THIS PERIOD OF TIME AS TO
21 THEIR RELATIONSHIP WITH US?

22

23 **DR. THOMAS GARTHWAITE:** RIGHT.

24



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1 **SUP. YAROSLAVSKY:** THAT'S WHY I SAID EARLIER ON THAT YOU HAVE
2 TO READ BOTH PARTS OF THE SENTENCE WHERE YOU'VE USED THE WORD
3 "TERMINATE" BECAUSE TERMINATE -- BUT -- JUST KIND OF NEGATE
4 IT. BUT, NOW THAT YOU -- WHAT HAPPENS, WHAT IS YOUR PLAN IF
5 YOU CAN'T -- ARE YOU GOING TO BE AT THE MERCY OF YOUR
6 NEGOTIATING PARTNERS AS YOU GET CLOSER AND CLOSER TO SEPTEMBER
7 1ST? OR ARE YOU GOING TO COME, AS WE OFTEN DO AROUND HERE, AND
8 SAY, "WELL, I NEED ANOTHER 90 DAYS" WHEN THINGS AREN'T
9 HAPPENING? WELL, TELL ME, WHAT IS YOUR EXPECTATION IF THINGS
10 DON'T GO THE WAY YOU WANT THEM TO GO?

11

12 **DR. THOMAS GARTHWAITE:** MY VISION IS, IF WE WERE TO REACH AN
13 IMPASSE, WOULD BE THAT WE WOULD HAVE TO AGREE THAT WE CANNOT
14 NEGOTIATE A CONTRACT AND THEN WE WOULD NEED TO SEE HOW WE CAN
15 BOTH WORK OUR WAY OUT OF THAT SITUATION, WHICH I WOULD THINK
16 WOULD BE THAT WE MIGHT SAY THAT WE WILL CONTINUE TO HONOR OUR
17 CONTRACT UNTIL JULY 1ST. WE WILL BEGIN TO WORK WITH PLACING
18 RESIDENTS OR PUT OUT AN R.F.P. FOR OTHER, SOMEONE ELSE TO RUN
19 THE RESIDENCY. I MEAN, THERE ARE A LOT OF THINGS THAT WE COULD
20 POTENTIALLY DO AT THAT POINT. I WAS TRYING TO GIVE US A
21 MAXIMUM AMOUNT OF TIME TO COME TO A POSITIVE CONCLUSION
22 BECAUSE, YOU KNOW, BECAUSE I'VE HAD A LOT OF CONVERSATIONS
23 THAT GIVE ME HOPE AND OPTIMISM THAT WE CAN ARRIVE AT
24 SUBSTANTIVE CHANGE. YOU KNOW, I THINK TO TRY TO NEGOTIATE THIS
25 CONTRACT BETWEEN NOW AND SEPTEMBER 1ST IS AN ALL-OUT DIFFICULT



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1 EFFORT. WE WILL KNOW, PROBABLY TOWARDS THE END OF THAT TIME,
2 WHETHER WE CAN COME TO AN AGREEMENT OR NOT. I THINK WE WILL.
3 IF WE CAN'T, AT THAT POINT, THEN I THINK WE'RE GOING TO HAVE
4 TO CRAFT A SOLUTION THAT KEEPS THE HOSPITAL OPEN AND THAT IS
5 THE FAIREST AND THE BEST FOR THE RESIDENTS.

6

7 **SUP. YAROSLAVSKY:** AND IF MRS. BURKE...

8

9 **DR. THOMAS GARTHWAITE:** I DON'T WANT TO GET THERE. I THINK THAT
10 WE CAN AVOID THAT.

11

12 **SUP. YAROSLAVSKY:** ...IS RIGHT AND IT TAKES A YEAR TO DO
13 THAT...

14

15 **DR. THOMAS GARTHWAITE:** WE'LL SEE.

16

17 **SUP. YAROSLAVSKY:** ..THEN, AS YOU GET TOWARDS THE END OF THIS
18 NEGOTIATING PERIOD IN SEPTEMBER OF THIS YEAR, THEN WE'RE
19 TALKING ANOTHER YEAR.

20

21 **DR. THOMAS GARTHWAITE:** I THINK WE'RE TALKING AT LEAST UNTIL
22 JULY. YEAH.

23

24 **SUP. YAROSLAVSKY:** AND IF YOU HAD COME TO THIS BOARD WITH A
25 REPORT, IF YOU HAD COME TO THIS BOARD THAT SAID YOU NEEDED 20



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1 MONTHS, A YEAR AND A HALF OR A YEAR AND TWO-THIRDS TO WHIP
2 THIS PLACE INTO SHAPE, I THINK YOU MIGHT HAVE HAD A DIFFERENT
3 KIND OF REACTION HERE TODAY. AS IT IS, EIGHT, NINE MONTHS IS A
4 STRETCH. BUT WHEN DO YOU BELIEVE THAT YOU WILL HAVE A GOOD
5 SENSE -- HOW MANY DAYS, HOW MANY WEEKS BETWEEN TODAY --
6 STARTING TODAY, DO YOU BELIEVE THAT YOU WILL HAVE A SENSE OF
7 WHETHER THERE'S PROGRESS BEING MADE OR WHETHER THIS THING IS
8 GOING NOWHERE? YOU THINK 30 DAYS, 60 DAYS YOU'LL KNOW?

9

10 **DR. THOMAS GARTHWAITE:** I THINK, WITHIN 60 DAYS, WE'LL HAVE A
11 PRETTY GOOD INDICATION.

12

13 **SUP. YAROSLAVSKY:** ALL RIGHT. THEN WHAT I'M GOING TO PROPOSE IS
14 THAT I'M GOING TO SCHEDULE THIS MOTION, I'M GOING TO INTRODUCE
15 IT AND ASK THAT IT BE CONTINUED TO 60 DAYS FROM TODAY,
16 WHATEVER THE CLOSEST TUESDAY IS TO THAT, THAT'S TWO MONTHS,
17 THAT'S EIGHT WEEKS FROM TODAY, RIGHT? IS THAT ABOUT RIGHT? AND
18 GET A STATUS REPORT. I WANT IT ON THE CALENDAR SO THAT WE HAVE
19 A REPORT, NOT IN WRITING, BUT VERBALLY AS WELL AS IN WRITING.
20 IS THAT AGREEABLE?

21

22 **SUP. KNABE, CHAIR:** MIKE?

23

24 **SUP. ANTONOVICH:** I WAS JUST GOING TO COMMENT THAT, REALLY,
25 TIME IS OF THE ESSENCE. IF WE'RE REALLY CONCERNED ABOUT THE



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1 COMMUNITY AND THE PATIENTS AND THEIR NEEDS BEING MET, YOU NEED
2 TO HAVE A PARALLEL TRACK. OTHERWISE, IN SEPTEMBER, WE START
3 ALL OVER AGAIN. AND, AS I SAID EARLIER ABOUT REARRANGING THE
4 CHAIRS ON THE DECK OF THE TITANIC, THAT IS WHAT WILL OCCUR,
5 EVERYBODY'S GOING TO SINK UNLESS WE HAVE AN ALTERNATIVE PLAN.
6 IF WE HAVE GOOD NEGOTIATIONS AND WE GET THE NECESSARY REFORMS
7 THAT WE ARE ALL SEEKING, THE PARALLEL TRACK WILL NOT BE ANY
8 TYPE OF AN IMPEDIMENT. IN A WAY, IT ACTS AS A WAY TO BRING IN
9 A MEANINGFUL AGREEMENT SO THAT THE DOCTORS ARE BEING PAID AND
10 DOING THE JOB AND NOT BEING SOMEPLACE ELSE TAKING MONEY
11 INSTEAD OF PROVIDING THE SERVICE.

12

13 **DR. THOMAS GARTHWAITE:** I AGREE WITH YOU AND I UNDERSTAND WHAT
14 YOU'RE SAYING. THE ONE CONCERN I DO HAVE IS THAT IT'S A LITTLE
15 LIKE SOME OF THE ISSUES WE GOT INTO WITH RANCHO AND THAT WAS
16 THAT YOU CAN'T REALLY TEST WHETHER YOU CAN PLACE THE PATIENTS
17 UNTIL YOU ACTUALLY GO OUT AND TRY TO WRITE THE CONTRACTS. HOW
18 MUCH IS YOUR HOUSE WORTH? YOU DON'T KNOW UNTIL YOU SELL IT.

19

20 **SUP. KNABE, CHAIR:** DID THAT AT 6:00 ON A MONDAY MORNING.

21

22 **DR. THOMAS GARTHWAITE:** I WON'T BE ABLE TO KNOW WHAT'S POSSIBLE
23 TO SOLVE KING DREW'S PROBLEMS UNLESS I GO OUT INTO THE
24 MARKETPLACE AND TEST THOSE ISSUES. SO IT'S NOT JUST, I MEAN,
25 YOU CAN HAVE THE PLAN TO WRITE A CONTRACT. YOU CAN HAVE ALL



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1 THOSE PIECES IN PLACE BUT YOU CAN'T ACTUALLY TEST THEM UNTIL
2 YOU ACTUALLY MAKE THAT COMMITMENT AND THEN GO NEGOTIATE THE
3 CONTRACT AND THOSE ARE -- I'M JUST SAYING, THOSE ARE REAL LIFE
4 ISSUES IN TERMS OF AN ALTERNATIVE PLAN. AN ALTERNATIVE PLAN
5 MIGHT BE TO GO- TO PUT OUT AN R.F.P. AN ALTERNATIVE PLAN IS TO
6 CONTRACT VARIOUS PROGRAMS AND SERVICES WITHIN THE HOSPITAL AND
7 WE CAN LAY THOSE OUT. BUT, TO ACTUALLY TEST OUT WHETHER
8 THEY'RE FEASIBLE AND WE CAN DO THEM WILL REQUIRE...

9

10 **SUP. ANTONOVICH:** BUT YOU NEED TO HAVE THAT INFORMATION AS YOU
11 ARE DOING YOUR NEGOTIATIONS.

12

13 **SUP. MOLINA:** MR. CHAIRMAN?

14

15 **SUP. KNABE, CHAIR:** YES?

16

17 **SUP. MOLINA:** I WOULD WELCOME MR. YAROSLAVSKY'S AMENDMENT TO
18 HIS MOTION. I THINK THAT WE ALSO HAVE TO, WHETHER WE LIKE IT
19 OR NOT, WHEN YOU LOOK AT THE ISSUES HERE, AND I DON'T KNOW TO
20 WHAT EXTENT IT WAS INVESTIGATED, THERE IS RESPONSIBILITY THAT
21 WE HAD AS WELL, WHETHER IT BE IN HUMAN RESOURCES, WHETHER IT
22 BE IN THE AREA OF BUDGETING, WHETHER IT BE IN THE AREAS OF
23 OVERSIGHT. SO YOU CANNOT LAY A HUNDRED PERCENT OF THE PROBLEM
24 AT DREW. ACCREDITATION, YES, BUT THOSE ARE ISSUES THAT WE'VE
25 GOT TO SEE IF THEY CAN PULL IT TOGETHER. I THINK THE



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1 ACCREDITATION ORGANIZATIONS ARE GOING TO BE LOOKING AT THEIR
2 ABILITY TO PULL IT TOGETHER. AND, IF THAT IS NOT POSSIBLE,
3 THAT WE'VE GOT TO FIND A WAY. BUT I WOULD ALSO WORRY THAT THIS
4 PARALLEL TRACK OF TAKING OVER IS NOT JUST RUNNING THE
5 EMERGENCY ROOM AND THE TRAUMA AND THAT THING, BUT IT'S ALSO
6 RUNNING THE MEDICAL COMPONENT. AND I DON'T KNOW WHETHER U.S.C.
7 OR UCLA ARE SITTING THERE WAITING IN THE WINGS FOR THIS,
8 BECAUSE I DON'T THINK THAT'S THE CASE. THEY'VE GOT THEY'RE
9 HANDS FULL WHERE THEY'RE AT TODAY. BUT, AT THE SAME TIME, I
10 AGREE THAT WE NEED TO START MAKING SURE THAT WE'RE ASSESSING
11 CORRECTLY IS DREW CAPABLE OF A NEW CONTRACT? AND WE NEED TO
12 SET THE PARAMETERS OF WHAT OUR EXPECTATIONS ARE AND, IF THEY
13 ARE NOT GOING TO BE ABLE TO MEET SOME OF THOSE BASIC ISSUES
14 RIGHT AWAY, RIGHT AT THE VERY BEGINNING, PARTICULARLY IN THE
15 AREAS OF ACCOUNTABILITY, THEN WE NEED TO ASSESS THAT AND START
16 PULLING BACK VERY QUICKLY, BECAUSE THEN WE'RE -- BUT THE
17 REALITY IS THAT IT HAS TO BE DONE. I THINK TO DO IT NOW IS
18 JUST REALLY SENDING A WRONG MESSAGE BUT IT REALLY NEEDS THAT
19 ASSESSMENT AND I THINK DR. GARTHWAITE NEEDS TO COME BACK TO
20 US. IF YOU PUT IT ON A PARALLEL TRACK, I THINK YOU'RE SECOND-
21 GUESSING WHAT THE OUTCOME IS AND I THINK YOU'RE SENDING A
22 MESSAGE...

23

24 **SUP. KNABE, CHAIR:** I THINK MR. YAROSLAVSKY HAS AGREED TO
25 WITHDRAW HIS MOTION.



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1

2 **SUP. YAROSLAVSKY:** NO.

3

4 **SUP. MOLINA:** NO, HE'S REDOING IT...

5

6 **SUP. YAROSLAVSKY:** I AGREED TO INTRODUCE IT AND PUT IT OVER FOR
7 60 DAYS, FOR EIGHT WEEKS.

8

9 **SUP. MOLINA:** AND I WOULD SECRETARY THAT.

10

11 **SUP. KNABE, CHAIR:** WELL I -- YEAH, WITHDRAW IT FROM TODAY'S
12 ACTION AND PUT IT OVER TO MARCH 9TH.

13

14 **SUP. MOLINA:** NO, I THOUGHT YOU WERE ASKING THAT, IN 60 DAYS,
15 YOU WOULD HOLD A HEARING TO DO EXACTLY WHAT YOU'RE DOING AND
16 THAT WE WOULD...

17

18 **SUP. KNABE, CHAIR:** IT'S THE SAME DIFFERENCE BUT I AM TAKING--
19 I AM POSTPONING CONSIDERATION OF THIS MOTION FOR EIGHT WEEKS.

20

21 **SUP. BURKE:** PUT IT ON THE AGENDA, OKAY.

22

23 **SUP. YAROSLAVSKY:** CONTINUING IT FOR 60 DAYS.

24



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1 **SUP. KNABE, CHAIR:** OKAY? AND THEN WE STILL HAVE THE THREE
2 ITEMS BEFORE US.

3

4 **SUP. MOLINA:** RIGHT. BUT I DO WANT TO ADD AN ITEM AND THAT IS,
5 AND, AGAIN, THE TRANSPARENCY OF HOW WE MOVE FORWARD, I THINK,
6 IS REALLY ESSENTIAL AND WE'RE GOING TO HAVE TO ADDRESS THOSE
7 ISSUES BECAUSE IT ISN'T FAIR TO SEND OUT DR. GARTHWAITE AND
8 EVEN THE DREW BOARD OF DIRECTORS TO GO OUT THERE. THEY ARE
9 GOING TO FACE A LOT OF CONFRONTATION ON SOME OF THESE CHANGES
10 AND WE HAVE TO BE RESPONSIBLE AND WE NEED TO GO OUT TO THE
11 COMMUNITY. I DON'T KNOW WHEN THE RIGHT TIME IS TO GO OUT THERE
12 AND HAVE THAT MEETING BUT I DO THINK WE NEED TO DO IT. SO I
13 NEED TO PUT IT ON THE RADAR SCREEN UNDER THESE RECOMMENDATIONS
14 SO THAT DR. GARTHWAITE CAN COME BACK TO US AND TELL US,
15 "HERE'S WHEN YOU SHOULD HAVE THIS MEETING, THESE ARE SOME OF
16 THE ISSUES," AND I THINK WE NEED TO DO THAT. SO I WANT TO PUT
17 THAT ON THE AGENDA AS WELL, NOT AS A DATE FINITE BUT THAT WE
18 WILL HAVE A COMMUNITY HEARING AND THAT WE WILL, AS MEMBERS OF
19 THE BOARD OF DIRECTORS, WILL GO OUT TO THE COMMUNITY TO LISTEN
20 TO THEIR CONCERNS AND TO BE A PART OF THOSE DISCUSSIONS.

21

22 **SUP. KNABE, CHAIR:** I AGREE WITH THAT. I MEAN, I DON'T THINK
23 THERE'S A PROBLEM THERE. WISH I WOULD HAVE GOT THAT FOR RANCHO
24 BUT THAT'S ANOTHER...

25



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1 **SUP. YAROSLAVSKY:** WE DID. WE DID IT AT RANCHO, WE HAD...

2

3 **SUP. KNABE, CHAIR:** WE DIDN'T -- NOT OUT THERE.

4

5 **SUP. YAROSLAVSKY:** WE HAD ONE OUT THERE BEFORE YOU WERE
6 SUPERVISOR.

7

8 **SUP. KNABE, CHAIR:** OH, YEAH, WAY -- THAT WAS A DIFFERENT
9 ISSUE. THAT WASN'T ON CLOSURE. THAT WAS THE...

10

11 **SUP. YAROSLAVSKY:** THAT WAS ON CONTRACTING IT OUT, I THINK,
12 WASN'T IT?

13

14 **SUP. KNABE, CHAIR:** OKAY. SO WE HAVE THE THREE ITEMS BEFORE US.

15

16 **SUP. YAROSLAVSKY:** DO YOU WANT TO GO DOWN THERE AGAIN?

17

18 **SUP. KNABE, CHAIR:** YEAH. ANY TIME.

19

20 **SUP. YAROSLAVSKY:** OKAY. I HEAR KATHY OCHOA'S VOICE OUT THERE
21 SOMEWHERE. MR. CHAIRMAN, IF I COULD JUST CLARIFY. I HAVE
22 INTRODUCED MY AMENDMENT AND MR. ANTONOVICH SECONDS IT. I AM
23 NOW MOVING THAT MY AMENDMENT BE CONTINUED UNTIL MARCH 9TH.

24



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1 **SUP. KNABE, CHAIR:** OKAY. WE'LL VOTE ON THE AMENDMENT FIRST.
2 IT'S BEEN MOVED AND SECONDED. ANY FURTHER DISCUSSION? ANY
3 OBJECTIONS? SO ORDERED. THEN WE HAVE THE THREE ITEMS BEFORE
4 US, ALONG WITH THE UNDERSTANDING THAT WE WILL HOLD A COMMUNITY
5 MEETING AT SOME PARTICULAR POINT, BUT TIME TO BE DETERMINED,
6 WITH THE THREE RECOMMENDATIONS BEFORE US. MOVED BY SUPERVISOR
7 YAROSLAVSKY, SECONDED BY SUPERVISOR ANTONOVICH. WITHOUT
8 OBJECTION, SO ORDERED. OKAY. WHERE DID WE STOP?

9

10 **UNKNOWN VOICE:** WE HAVE JUST ONE ITEM, 17.

11

12 **SUP. KNABE, CHAIR:** WELL, WE HAVE NUMEROUS ITEMS. WE HAVE
13 SEVERAL -- NUMEROUS SPEAKERS ON ITEM 17. WE CAN CALL THAT UP.

14

15 **SUP. ANTONOVICH:** ARE WE GOING TO DO OUR MOTIONS OR...?

16

17 **SUP. KNABE, CHAIR:** WELL, THEN WE'LL GO BACK -- WE'LL FINISH UP
18 WITH OUR MOTIONS.

19

20 **SUP. MOLINA:** ON ITEM 17...

21

22 **SUP. ANTONOVICH:** I JUST -- ARE WE GOING TO DO 17 OR ARE WE
23 GOING TO DO MOTIONS?

24



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1 **SUP. KNABE, CHAIR:** 17. GET THAT OVER WITH. WE HAVE A LOT OF
2 PEOPLE SIGNED UP TO SPEAK.

3

4 **SUP. MOLINA:** ALL RIGHT. I THINK, ON THIS ONE, I DON'T KNOW IF
5 PEOPLE HAVE OUTLINED IT BUT I WOULD JUST LIKE TO HEAR FROM THE
6 OPPOSITION. I THINK THAT THE PROPONENTS OF IT ARE SUPPORTIVE
7 OF IT AND I THINK IT'S A RECOMMENDATION FROM THE BOARD BUT I
8 THINK THERE'S OPPOSITION AND I WOULD LIKE TO HEAR THOSE.

9

10 **SUP. KNABE, CHAIR:** OKAY. IN OPPOSITION TO ITEM 17 ARE JOYCE
11 DILLARD, COME FORWARD. STEPHEN LAMPSON, HUGO PACHECO.
12 GENEVIEVE, WHICH SIDE ARE NOW ON? COME FORWARD, PLEASE. YOU
13 STILL HAVE 1:55 LEFT. I'LL GIVE YOU TWO MINUTES. THAT'S HOW
14 NICE I AM. AND I WOULD JUST -- WHETHER YOU'RE FOR OR AGAINST
15 THIS PARTICULAR ITEM, I WOULD JUST ASK THAT YOU'D TRY TO AVERT
16 REDUNDANCY. GENEVIEVE, WHY DON'T YOU START IT OFF?

17

18 **GENEVIEVE CLAVREUL:** JE SUIS GENEVIEVE CLAVREUL. GOOD
19 AFTERNOON.

20

21 **SUP. KNABE, CHAIR:** YEAH, GIVE HER 99 MINUTES. OH.

22

23 **GENEVIEVE CLAVREUL:** I AM OPPOSED TO THIS ITEM FOR MANY
24 REASONS. ONE OF THEM IS A PROJECT WHO HAVE NOT PERFORMED
25 WHEREAS WE SINK NUMEROUS AMOUNT OF MONEY -- VERY LARGE PORTION



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1 OF MONEY, BOTH FROM THE COUNTY, BOTH FROM THE CITY. IT HAS
2 BEEN DEMANDED FOR NUMEROUS AUDIT. MR. JACQUES HENRI WAS
3 REQUESTED LAST WEEK TO PUT IN WRITING TO SPECIFY THAT THIS
4 ORGANIZATION WAS NOT UNDER SCRUTINY. IT IS. AND, FOR YOUR
5 INFORMATION, I BROUGHT YOU A TAPE FROM THE ART COMMISSION
6 DEMANDING FROM THE AUDIT FOR THIS.

7

8 **VOICE FROM TAPE:** CITY ADMINISTRATIVE OFFICER TO EXAMINE AND TO
9 TELL US, AND GIVE US TELL US ABOUT THE MONEY TRAIL. TELL US
10 ABOUT THE FUNDRAISING, TELL US ABOUT WHAT THE MONEY HAS BEEN
11 SPENT ON? TELL US WHAT THE REASONABLE PLANS ARE FOR THE
12 PROJECT AND EVALUATE THE PROJECT AND KEEP THE TIRES ON IT,
13 WHETHER IT'S C.O., C.L.A., I'LL LEAVE IT UP TO EVERYBODY TO
14 DECIDE WHO THE APPROPRIATE AGENCY IS. BUT LET THE CITY, YOU
15 GUYS CAN FIGHT IT OUT.

16

17 **GENEVIEVE CLAVREUL:** SO THIS IS A FORMAL REQUEST FOR AN AUDIT
18 BY THE L.A.C.D. IS SUPPOSED TO BE ANSWERED NEXT MONTH AT THE
19 NEXT MEETING. I WILL URGE THAT THE COUNTY DOES NOT TAKE ANY
20 MORE DECISION VIS- -VIS THE WALL UNTIL ALL OUR AUDIT ARE BACK.
21 YOU KNOW, YOU JUST WENT TO M.L.K. BUT NOBODY DID NOTHING FOR A
22 LONG, LONG TIME. IS THE SAME THING ABOUT THE WALL. WE HAVE
23 RAISED A RED FLAG ALL OVER, ALL THE TIME. WE WANT TO KNOW
24 WHERE THE MONEY HAS GONE. THANK YOU FOR YOUR ATTENTION AND I
25 HAVE FIVE MORE MINUTES. THANK YOU.



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1

2 **SUP. KNABE, CHAIR:** THANK YOU GENEVIEVE. JOYCE DILLARD.

3

4 **JOYCE DILLARD:** OKAY. YES. I AM OPPOSED TO THIS APPROPRIATION
5 FOR THIS GROUP BUT I'D LIKE YOU TO RECONSIDER IT. YOU DID HAVE
6 AN AUDIT YOURSELF FOR THEM. I HAVEN'T SEEN A FOLLOW THROUGH
7 SAYING THEY'RE IN COMPLIANCE, WHICH SHOULD BE A MAJOR CONCERN
8 OF YOURS, CONSIDERING WE JUST WENT THROUGH A VERY LONG
9 DISCUSSION ON KING DREW AND YOU'RE WORRIED ABOUT IT. NOW, WHAT
10 WE'RE WORRIED ABOUT IT UP FRONT BEING CITIZENS. I WAS ALSO AT
11 THAT COMMITTEE BACK JULY 8TH, 2003. IT WAS CALLED THE ARTS
12 HEALTH AND HUMANITIES COMMITTEE WITH THE CITY OF L.A. WHERE
13 THEY REQUESTED THAT THE BOOKS BE LOOKED AT. I SPOKE WITH
14 ROBERT KATAMATSU YESTERDAY. HIS TITLE IS SENIOR ADMINISTRATIVE
15 ANALYST II, OFFICE OF THE ADMINISTRATIVE OFFICER, CITY OF LOS
16 ANGELES. HE IS STILL REVIEWING THEIR FINANCIAL DOCUMENTS. IT'S
17 STILL OPEN. THE ISSUE HAS NOT BEEN BROUGHT BACK TO COMMITTEE,
18 AS GENEVIEVE SAID. SO, CONSIDERING THAT YOU ARE A BODY THAT IS
19 RESPONSIBLE FOR OVERSIGHT ON MONIES, MONIES RESPONSIBLE TO THE
20 CITIZEN AND THE TAXPAYER, I ASK THAT YOU DO DUE DILIGENCE IN
21 YOUR WORK, POSTPONE THE DECISION ON THIS CONTRACT OR REVIEW
22 OTHER PROPOSALS AND COMPLETE YOUR AUDITS, COMPLETE FOLLOW
23 THROUGH ON AUDITS, AND TAKE RESPONSIBILITY AS THE BODY INSTEAD
24 OF US CITIZENS HAVING TO BECOME AN OVERSIGHT COMMITTEE



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1 OURSELVES AND TAKE IT NOT ONLY WITH CITY AND COUNTY, BUT WITH
2 FEDERAL AND STATE. THANK YOU.

3

4 **SUP. KNABE, CHAIR:** THANK YOU. I WOULD ASK THAT CHRIS EDWARDS
5 AND MANNY RODRIGUEZ JOIN US UP HERE, PLEASE. MR. LAMPSON.

6

7 **STEPHEN SAHNANA-LAMPSON:** GOOD AFTERNOON AND THANK YOU FOR THIS
8 OPPORTUNITY. I WANT TO STAND IN OPPOSITION TO THIS ALLOCATION,
9 THIS PROPOSED ALLOCATION, FOR LOS MEMORIAS. AS INDICATED BY
10 THE PERSONS THAT SPOKE BEFORE ME, THE LETTER WHICH WAS DATED
11 JULY 8TH BY CHUCK HENRY, CHARLES HENRY, THE DIRECTOR OF THE
12 OFFICE OF AIDS OF PROGRAMS AND POLICY WAS, IN FACT, IN ARREARS
13 IN TERMS OF ITS INFORMATION. IT INDICATES HERE THAT THERE WAS
14 NO CURRENT INVESTIGATION OR ANY FORMAL INVESTIGATION OR AUDIT
15 HAPPENING AT THIS TIME WITH THIS ORGANIZATION AND THAT, IN
16 FACT, IS NOT THE CASE. AGAIN, COUNCILMAN JACK WEISS FROM THE
17 CITY OF L.A. HAS REQUESTED AN AUDIT. THE AUDIT WAS THEN
18 SUPPORTED BY TOM LABONGE, WHICH WILL BE PRESENTED, I BELIEVE,
19 THE THIRD WEEK OF FEBRUARY, AND I WOULD REQUEST AT THIS TIME
20 THAT ALL DECISIONS ON THIS MONEY BE HELD UNTIL THAT TIME. YOU
21 KNOW, IT'S NO SECRET THAT THIS ORGANIZATION IS DESPERATELY IN
22 NEED OF MONEY TO COMPLETE THEIR MEMORIAL. IT HAPPENS TO BE
23 THAT, WITH THE CITY OF L.A. NOW, THEY'RE WAITING FOR \$300,000
24 WORTH OF ALLOCATIONS. TWO SEPARATE \$150,000 PROJECT --
25 ALLOCATION FOR THE PROJECTS. SO HERE WE ARE NOW DEALING WITH



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1 \$300,000 IN FRONT OF YOU AND HOW IRONIC WOULD THAT BE? SO,
2 AGAIN, I WOULD JUST SAY, AS I DID THREE, FOUR MONTHS AGO WHEN
3 I SAT HERE, HOW ASSURED ARE YOU THAT THE MONEY YOU'RE GOING TO
4 PROVIDE TO THIS ORGANIZATION WILL BE SERVICING THE CITIZENS IN
5 THE COUNTY OF LOS ANGELES? THANK YOU.

6

7 **SUP. KNABE, CHAIR:** THANK YOU. MR. PACHECO?

8

9 **MR. PACHECO:** YES, I WANT TO READ THE PRESS RELEASE THAT I PUT
10 OUT JULY 8TH, 2003. "LOS ANGELES CITY COUNCIL COMMITTEE ON
11 ARTS, HEALTH AND HUMANITIES HAS SENT BACK A PROPOSAL FOR AN
12 ADDITIONAL FUNDING REQUEST OF \$150,000 TOWARDS THE
13 CONSTRUCTION OF A MEMORIAL CEMETERY-TYPE PROJECT IN LINCOLN
14 PARK. RICHARD SALDIVAR OF THE WALL LOS MEMORIAS NON-PROFIT
15 GROUP STATED THAT BOTH -- TO BOTH COUNCILMEN WEISS AND PARKS
16 THAT HE NEEDED THE ADDITIONAL MONIES FOR UNFORESEEN INCREASE
17 IN CONSTRUCTION EXPENSES OVER THE LAST THREE MONTHS.
18 COUNCILMAN JACK WEISS STATED THAT HE WAS BEHIND THE BUILDING
19 OF THE MEMORIAL BUT WANTED A FINANCIAL ANALYSIS TO BE MADE BY
20 THE CITY ADMINISTRATIVE OFFICE AND THE CITY ATTORNEY'S OFFICE
21 BEFORE HE WOULD VOTE TO COMMIT ANY ADDITIONAL FUNDS. THE
22 REQUEST FOR ADDITIONAL FUNDS COMES LESS THAN THREE MONTHS FROM
23 WHEN THE GROUP HAD ORIGINALLY STATED THAT THE FUNDING WOULD
24 NOT BE A PROBLEM. BOTH THE C.A.O. AND THE CITY ATTORNEY'S
25 OFFICE WILL WORK TO MEET THE DEADLINE. SEVEN SPEAKERS WERE



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1 HEARD DURING PUBLIC COMMENT WITH CONCERNS ABOUT DEADLINES,
2 THEMES AND FINANCIAL SOUNDNESS. RICHARD SALDIVAR OF THE WALL
3 LOS MEMORIAS STATED THAT HIS BOOKS WOULD BE MADE AVAILABLE TO
4 CITY PERSONNEL FOR REVIEW AND AUDIT. THE WALLS LOS MEMORIAS
5 WILL NEED TO COMPLETE THE PROJECT BY DECEMBER 31ST, 2003, OR
6 COME TO TERMS THAT THE ETERNAL WROUGHT IRON CEMETERY-TYPE
7 SETTING MAY NEVER, EVER BE BUILT." ALSO, I WOULD LIKE TO
8 REMIND, JUST LIKE SOME OF THE OTHER SPEAKERS HAVE, AND NOT TO
9 BE REDUNDANT, BUT THAT THERE WAS A REVIEW BY THIS COUNTY, OF
10 THIS PARTICULAR GROUP, AND WE HAVE NEVER HAD A FOLLOW-UP. THIS
11 IS VERY, VERY SAD. I MEAN, I'VE HEARD THAT YOU WANT A REVIEW
12 OF THE HOSPITAL BUT WHAT ABOUT THE REVIEW OF THE 'TAXPAYERS'
13 MONEY? IN ADDITION, IF YOU WERE TO GO AHEAD AND APPROVE THIS
14 MONEY, HOW IS IT THAT WE WOULD BE ASSURED THAT, BASED ON THE
15 FEDERAL RESTRICTIONS THAT CAME OUT ON THE H.I.V./A.I.D.S.
16 WHITE PAPER, THAT THEY WOULD BE FOLLOWED WHICH SAYS HERE,
17 BASICALLY, "CURRENTLY THERE APPEARS TO BE A SHIFT UNDERWAY IN
18 FEDERAL POLICY. THE FEDERAL GOVERNMENT HAS INCREASED FUNDING
19 FOR ABSTINENCE OUTSIDE OF MARRIAGE ONLY PROGRAMS, DOWNPLAYING
20 THE EFFECTIVENESS OF CONDOMS AND MORE ACTIVELY DISCOURAGING
21 THE USE OF FRANK CULTURALLY SENSITIVE PREVENTION MATERIALS
22 THAT ARE SEXUALLY EXPLICIT." THIS MONEY THAT YOU ARE GIVING TO
23 THEM IS A HUNDRED PERCENT FEDERAL MONEY. YOU GOT TO MAKE SURE
24 THAT WE'RE TALKING ABOUT ABSTINENCE PROGRAMS. THANK YOU.

25



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1 **SUP. KNABE, CHAIR:** THANK YOU. CHRIS?

2

3 **CHRIS EDWARDS:** YES, CHRIS EDWARDS, PASADENA. I WANT TO FOCUS
4 YOU ON WHAT LOOKS TO BE A PLAY GOING ON. MR. SALDIVAR WAS IN
5 ATTENDANCE ON JULY 8TH AND IT'S MY UNDERSTANDING THAT HE
6 ATTENDED THE ENTIRE MEETING AND HE ANSWERED QUESTIONS AND
7 YOU'LL HEAR HIM, IF YOU LISTEN TO THE WHOLE TAPE, YOU WILL
8 HEAR HIS VOICE. YET, HOWEVER, APPARENTLY TO THE HEALTH
9 DEPUTIES ON WEDNESDAY OF LAST WEEK, HE ADMITTED NO KNOWLEDGE
10 THAT ANY KIND OF AUDIT OR FINANCIAL ANALYSIS WAS GOING ON BY
11 HIS -- ON HIS GROUP FROM CITY OF L.A. MR. HENRY WENT SO FAR AS
12 TO FURTHER THAT MISSTATEMENT BY PLACING IN WRITING THAT THAT
13 DID NOT OCCUR. WELL, IT DID OCCUR. OKAY? IT GOT FORGOTTEN OR
14 SOMETHING OR BURIED. IN JANUARY, LABONGE BROUGHT IT BACK TO
15 THE COMMITTEE AND ASKED FOR IT TO BE PRESENTED AT THE END OF
16 FEBRUARY, WHICH I THINK IS THE 24TH, BUT I'M NOT POSITIVE.
17 ANOTHER LITTLE WAY OF GETTING AROUND THINGS IS THE COUNTY
18 SUPPOSEDLY HAS GIVEN NO MONEY IN SUPPORT OF THE A.I.D.S.
19 MEMORIAL. YOU KNOW, I HAVE QUESTIONS ABOUT THAT. IN RESPONSE
20 TO A REQUEST TO REVIEW DOCUMENTS AT THE OFFICE OF A.I.D.S.
21 PROGRAM AND POLICY, I FOUND SEVERAL DOCUMENTS THAT DO SEEM TO
22 REFER TO MONEY OF THE COUNTY OF LOS ANGELES HAVING GONE TO THE
23 A.I.D.S. MEMORIAL ITSELF. SO I THINK THAT, FIRST OF ALL, YOU
24 SHOULD DO YOUR HOMEWORK AND THE DOCUMENTS I'M TALKING ABOUT IS
25 A LETTER FROM THE WALL, WRITTEN TO MR. GUNTHER FREEHILL, DATED



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1 JULY 15TH, 2002, WHERE THEY STIPULATE, "THE PROCEEDS FROM THIS
2 FUNDRAISER WILL BENEFIT THE ENDOWMENT FOR THE MAINTENANCE OF
3 THE A.I.D.S. MEMORIAL." THAT SEEMS PRETTY CLEAR WHAT THAT --
4 THEY'RE BEING ASKED FOR MONEY. THERE IS \$5,000 IN
5 ADVERTISEMENT THAT THE OFFICE OF A.I.D.S. APPARENTLY PAID FOR
6 IN CONJUNCTION WITH THIS ACTIVITY. THERE WAS ALSO A
7 SPONSORSHIP BROCHURE THAT WAS PUBLISHED IN 2001 WHERE IT
8 STATES THAT THE -- OH, LOOK, HERE, DEPARTMENT OF HEALTH
9 SERVICES, OFFICE OF A.I.D.S. PROGRAM AND POLICY IS A CORPORATE
10 SPONSOR. [NULL] SO I THINK YOU NEED TO GET THESE QUESTIONS
11 ANSWERED. I HAVE WORKED IN NOT-FOR-PROFITS MOST OF MY LIFE AND
12 I SEE THE SIGNS OF THERE ARE MAYBE SOME PROBLEMS HERE. THIS
13 NOT-FOR-PROFIT HAS CHOSEN TO NOT ONLY ACCEPT PRIVATE FUNDS BUT
14 THE TAXPAYERS' PURSE. THEY NEED TO HOPE THEIR BOOKS AND YOU
15 NEED TO BE DILIGENT. YOU NEED TO MAKE SURE THAT, WHEN YOU'RE
16 GRANTING \$312,000 TO GO TO RELIGIOUS OUTREACH, THAT THAT'S
17 PRECISELY WHAT IT'S GOING TO. YOU NEED TO MAKE SURE THAT --
18 YOU NEED TO ASK, WHY IS MR. HENRY TO -- I WON'T CALL THIS A
19 LIE BUT LET'S SAY MISREPRESENT TO THE BOARD IN AN OFFICIAL
20 LETTER THE STATUS OF EVENTS? AND YOU NEED TO ANSWER THOSE
21 QUESTIONS BEFORE YOU GIVE \$312,000 AND THAT'S ABOUT A MONTH'S
22 TIME FROM NOW. I THINK YOU SHOULD BE ABLE TO GET THOSE
23 ANSWERS. THANK YOU.

24

25 **SUP. KNABE, CHAIR:** THANK YOU. MANNY?



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1

2 **MANNY RODRIGUEZ:** GOOD AFTERNOON, MY NAME IS MANNY RODRIGUEZ

3 AND I AM BEFORE YOU IN OPPOSITION TO GRANTING THE CONTRACT TO

4 THE WALL LOS MEMORIAS ORGANIZATION BASED ON THIS REPORT FROM

5 THE FISCAL YEAR 2001/2002. THERE WAS 35 POINTS MADE. ALL 35

6 WERE NEGATIVE. NOT ONE POINT WAS POSITIVE. IF YOU WERE -- IF

7 THIS ORGANIZATION WERE A PRIVATE COMPANY, YOU WOULD NOT BE

8 DEALING WITH THIS COMPANY AND THEIR PERSONAL LIVES. THEY, IT

9 SEEMS TO ME, ARE INCOMPETENT IN ALL ASPECTS, ACCORDING TO THIS

10 REPORT FROM THE VERY ELEMENTARY IN TERMS OF HAVING PERSONNEL

11 FILES COMPLETED. THERE'S 35 FINDINGS, I MIGHT AS WELL READ

12 THEM TO YOU. THERE'S NO PERSONNEL FILES COMPLETED OR I-9

13 FORMS. TWO PERSONNEL FILES FROM MR. MARTINEZ AND MR. SALDIVAR

14 DO NOT CONTAIN AN APPLICATION FOR EMPLOYMENT, NO RESUME, NO

15 SALARY SCHEDULE, NO SALARY ADJUSTMENT INFORMATION OR A JOB

16 DESCRIPTION. ONE PERSON ON FILE, MR. SALDIVAR, DID NOT CONTAIN

17 TIME RECORDS WITH THE SUPERVISORS, THE BOARD OF DIRECTORS, OR

18 A SIGNATURE. THREE PERSONNEL FILES DID NOT CONTAIN ANNUAL

19 PERFORMANCE EVALUATIONS. ONE PERSONNEL FILE, MR. SALDIVAR'S,

20 DID NOT CONTAIN DOCUMENTATION OF STAFF TRAINING, DEVELOPMENT.

21 TRAINING SHALL INCLUDE BUT NOT BE LIMITED TO ORIENTATION TO

22 APPLICABLE POLICY AND PROCEDURES OF THE CONTRACTED PROGRAM,

23 H.I.V./A.I.D.S.-RELATED ISSUES, ET CETERA. THREE PERSONNEL

24 FILES, MR. MARTINEZ, MR. SAENZ, AND MR. SALDIVAR ONCE AGAIN

25 DID NOT CONTAIN DOCUMENTATION OF A CURRENT T.B. SCREENING. THE



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1 CONTRACTOR'S PUBLIC ANNOUNCEMENTS OR LITERATURE AND VIDEO
2 MATERIALS DID NOT CONTAIN ACKNOWLEDGEMENT OF COUNTY FUNDING.
3 THE CONTRACTOR FAILED TO SUBMIT QUARTERLY REPORTS WITHIN THE
4 TIME PERIOD AS DIRECTED FOR EACH QUARTER. THE CONTRACTOR DID
5 NOT PROVIDE DOCUMENTATION FOR THE RISK ASSESSMENT FORM AS
6 REPORTED IN OCTOBER, NOVEMBER, AND DECEMBER. THE TOTAL CASES
7 FOR NOVEMBER, DECEMBER -- PARDON ME, OCTOBER, NOVEMBER, AND
8 DECEMBER 2001 WERE ZERO. THEY HAD NO CASES ON RECORD FOR THOSE
9 THREE MONTHS. ZERO. CONTRACTOR STATES THEY HAD A TOTAL OF 19
10 CASES; HOWEVER, THERE WAS NO DOCUMENTATION TO SUPPORT THIS. OF
11 THE FOUR CLAIMS THAT THEY DID HAVE RECORDS OR PARTIAL RECORDS,
12 MOST WERE MISSING. UNLESS THESE PROCEDURES HAVE BEEN CHANGED,
13 I BELIEVE THEY SHOULDN'T BE GRANTED A CONTRACT. IN ADDITION,
14 LASTLY, THIS ORGANIZATION CLAIMS THEY HAVE MADE FAITH-BASED
15 A.I.D.S./H.I.V. PRESENTATIONS IN THE PAST. AS A RESIDENT OF
16 NORTHEAST LOS ANGELES AND AS THE PARISHIONER OF THE SACRED
17 HEART, I CAN TELL YOU THAT THEY HAVE DONE NO SUCH THING IN OUR
18 PARISH AND/OR THE SURROUNDING PARISHES. THANK YOU.

19

20 **SUP. KNABE, CHAIR:** THANK YOU. CAN WE HAVE SOMEONE FROM THE
21 HEALTH DEPARTMENT RESPOND? THAT'S THE LAST SPEAKER IN
22 OPPOSITION. I WAS GOING TO HAVE THE DEPARTMENT DEPARTMENT
23 RESPOND BEFORE WE WENT...

24



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1 **SUP. MOLINA:** WELL, MR. CHAIRMAN, I'D LIKE TO MOVE FORWARD, THE
2 DEPARTMENT HAS RESPONDED TO THESE ISSUES. THEY'VE ISSUED A
3 REPORT THAT CLEARLY STATES AND ADDRESSES MANY OF THESE ISSUES
4 IN WRITTEN REPORT. THERE WILL BE CONTINUED OPPOSITION. THIS IS
5 A ORGANIZATION THAT SOME PEOPLE DON'T FEEL IT'S FITTING INTO
6 THE COMMUNITY ENVIRONMENT AND THAT'S VERY UNFORTUNATE BECAUSE,
7 AGAIN, THERE ARE MANY, MANY GOOD THINGS THAT THIS ORGANIZATION
8 HAS BEEN DOING. IT ISN'T JUST THE WALL BUT PROVIDING SERVICES,
9 OUTREACH, AND INFORMATION. AND SO, CONSEQUENTLY, I'M MOVING
10 FORWARD THE RECOMMENDATION OF THE DEPARTMENT AND THERE IS A
11 REPORT DATED JANUARY 8TH THAT ENUMERATES ALL OF THE CONCERNS
12 THAT HAVE BEEN RAISED. SO I MOVE IT FORWARD.

13

14 **SUP. KNABE, CHAIR:** IS THERE A SECOND?

15

16 **SUP. BURKE:** I'LL SECOND IT.

17

18 **SUP. KNABE, CHAIR:** OKAY. MOVED AND SECONDED. ANY FURTHER
19 DISCUSSION? ANY QUESTIONS? ANY OBJECTIONS? SO ORDERED. WHAT DO
20 WE HAVE LEFT? WHO SIGNED UP FOR 15? YOU HAVE ITEM 15 YET?
21 CANDACE OWEN AND YVONNE MICHELLE AUTRY.

22

23 **CANDACE OWEN:** GOOD AFTERNOON, BOARD. I'M NOT IN THE BEST OF
24 MOODS TODAY BECAUSE I TRIED TO GET AHOLD OF HANNAH LEAH LAST
25 NIGHT, 6:30, 7:30, 8:30, AND 9:30, BUT THEN YOU DON'T CARE



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1 ABOUT THE INTERESTS OF MY FAMILY. I'M APPALLED THAT I, AS A
2 PARENT, HAD TO PAY FOR MY OWN PARENTING CLASSES. YET THE
3 BOARD'S GOING TO APPROVE WELL OVER \$3 MILLION TODAY BECAUSE
4 THEY ALWAYS DO. SEE, I'M JUST A CITIZEN WHO DOESN'T PAY TAXES
5 BECAUSE I CHOOSE NOT TO BECAUSE I CAN'T REALLY WORK BECAUSE
6 I'M SO OCCUPIED TRYING TO BE A MOTHER. I WAS SENT A BILL FOR
7 \$46,000 FROM MY DAUGHTER BEING IN FOSTER CARE FOR 10 MONTHS.
8 THEY REDUCED IT DOWN TO A THOUSAND. I DIDN'T PAY ON IT LAST
9 MONTH, SO NOW IT'S \$1,700. WHEN IT GETS TO \$5,000, THEY WANT
10 TO TAKE AWAY MY PASSPORT, AND I WANT THE PUBLIC TO NOTE, THEY
11 DIDN'T CALL THIS AGENDA ITEM. THEY NEVER CALL THE CHILDREN'S
12 SERVICE AGENDA ITEMS UNTIL MUCH LATER IN THE DAY. AND I COME
13 AND I WASTE ANOTHER DAY AND TIME WHILE THIS BOARD SHOWS ME, AS
14 A CITIZEN, MY WORD MEANS NOTHING. I'VE COME HERE FOR FIVE
15 YEARS. WHAT A WASTE OF TIME THAT I COULD HAVE BEEN SPENDING
16 WITH HANNAH LEAH BEING A MOTHER BUT YOU'RE GOING TO PAY THE
17 FOSTER PARENTS AND YOU'RE GOING TO GIVE THE MONEY TO RELATIVE
18 CARE GIVERS. HOW ARE THOSE RELATIVES GOING TO FEEL THAT, PRIOR
19 TO THE CASE BECOMING INVOLVED WITH CHILDREN'S SERVICES, THEY
20 COULD VISIT THEIR GRANDCHILDREN, THEY COULD SPEND TIME WITH
21 THEIR AUNT AND UNCLES, THEY COULD SPEND TIME WITH THEIR
22 SIBLINGS, BUT NOW THEY HAVE TO GO THROUGH A TRAINING BEFORE
23 THE COURT WILL ALLOW THEM TO TAKE THEIR OWN RELATIVES? AND
24 THEN WHAT YOU DO IS YOU THEN PIT THE FAMILIES AGAINST ONE
25 ANOTHER. I'M SO DISHEARTENED. I'M SO DISHEARTENED AT THE LACK



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1 OF ACCOUNTABILITY. I'M DISHEARTENED. I KNOW PEOPLE CARE BUT I
2 FEEL THAT, WHEN I COME HERE, I'M IGNORED, MY TIME IS BEING
3 WATCHED, AND I GET THREE MINUTES. WHOOP DEE DO. I'LL SEE
4 HANNAH A TOTAL OF FOUR DAYS THIS YEAR OUT OF 365 DAYS BUT I
5 HAVE A COURT ORDER TO SEE HER 12 HOURS A WEEK BUT I WOULD HAVE
6 TO PAY \$1,200 A WEEK AND I DON'T SEE HER. ISN'T THAT ABUSE?
7 ISN'T THAT EMOTIONAL ABUSE? DOES ANYBODY CARE? DOES A MOTHER
8 HAVE TO JUMP OFF THE COURTHOUSE BEFORE YOU DO SOMETHING? I'VE
9 NEVER CRIED HERE. I'VE TRIED TO BE STRONG AND I'VE TRIED TO
10 HANG IN THERE WHILE I'VE BEEN ARRESTED, SEVERAL TIMES. I'VE
11 WASTED ENERGY DOING APPEALS. I'VE WASTED SO MUCH TIME, TIME
12 THAT YOU'VE ROBBED FROM HANNAH LEAH. GO AHEAD AND APPROVE IT
13 BECAUSE YOU WILL ANYWAY.

14

15 **SUP. KNABE, CHAIR:** THANK YOU. YVONNE...

16

17 **CANDACE OWEN:** AND A TAXPAYER'S LAWSUIT IS WELL IN NEED.

18

19 **SUP. KNABE, CHAIR:** YVONNE?

20

21 **YVONNE MICHELLE AUTRY:** YOU KNOW, I REALLY HAVE TO CONCUR WITH
22 MY FRIEND, MY COLLEAGUE, ANOTHER MOTHER. YOU KNOW, IT'S HARD
23 TO PUT IN WORDS IN THREE MINUTES WHAT A MOTHER ENDURES WHEN MY
24 OWN, MY ONLY, MY FIRSTBORN SON AND HER ONLY CHILD, HER
25 DAUGHTER, HAVE BEEN TAKEN FROM US. I DON'T GET TO SEE MY SON.



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1 IT'S REALLY VERY DIFFICULT TO SIT HERE SO WELL COMPOSED, YOU
2 KNOW, WHILE YOU ALL GO ON WITH YOUR BUREAUCRACY AND TO EXPRESS
3 TO YOU, I'M SURE MOST OF YOU HAVE CHILDREN. I DON'T KNOW. CAN
4 YOU FEEL? WHEN YOU'RE ALLOCATING MONIES TO FOSTER CARE AND
5 RELATIVE CAREGIVERS INSTEAD OF TRYING UNIFY THE FAMILIES? AND
6 DO YOU FEEL THE PAIN OF PARENTS WHO DON'T GET TO SEE THEIR
7 CHILDREN WHEN WE HAVE COURT ORDERS AND WE'RE BEING IGNORED? WE
8 HAVE ATTORNEYS THAT DO NOTHING FOR US, OKAY? AND WHEN WE
9 EXHIBIT EMOTION, THEN YOU WANT TO MEDICATE US AND SAY WE'RE
10 BIPOLAR, MANIC DEPRESSIVE, SCHIZOPHRENIC, PSYCHOTIC, PARANOID
11 AND DELUSIONAL. I REALLY DON'T KNOW WHAT THE RECOURSE IS
12 BECAUSE WE'VE TRIED EVERY LEGAL MEANS TO OBTAIN ACCESS TO OUR
13 FLESH AND BLOOD. I REALLY DON'T SEE WHAT THE PROBLEM IS. YOU
14 KNOW, WE'VE TRIED EVERY LEGAL MEANS, WE'VE PARTICIPATED IN THE
15 PARENTING CLASSES AND I'VE TRIED TO REVEAL A LOT OF THE HOAX
16 OF THE FORCED MEDICATION OF CHILDREN AND PARENTS, OKAY,
17 PRESCRIBED OR ADVOCATED BY COUNTY-APPOINTED PSYCHIATRISTS THAT
18 PROBABLY DO GET THE INCENTIVE THAT THE SOCIAL WORKERS GET WHEN
19 THE CHILDREN DO NOT GO BACK TO THE BIOLOGICAL PARENTS. I'VE
20 TRIED TO REVEAL THE HOAX OF LEARNING AND BEHAVIOR DISORDERS OF
21 A LOT OF CHILDREN. AGAIN, IT'S ALL FINANCIALLY MOTIVATED.
22 PARENTS THAT DON'T HAVE ACCESS TO THEIR CHILDREN, PARENTS THAT
23 ARE DENIED CAREGIVER STATUS, PARENTS WHOSE VISITATION ORDERS
24 ARE DENIED, LIKE I SAID, I'D LIKE TO SPEAK FOR ALL OF THEM,
25 AND I'D ALSO WOULD LIKE TO SPEAK ON BEHALF OF ALL OF THE



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1 MISSING, THE DEAD AND THE UNACCOUNTED FOR CHILDREN THAT ARE
2 STILL IN THE SYSTEM, USUALLY BECAUSE OF THE C.P.S., THE CHILD
3 PROTECTIVE SERVICES. THIS CHILD, THIS CHILD, THIS CHILD WAS
4 MURDERED. THERE'S JUST SO MANY ISSUES. YOU KNOW, CANDACE --
5 I'VE KNOWN CANDACE FOR ABOUT A YEAR AND THANK GOD SHE DOES
6 HAVE SOME ACCESS TO HER DAUGHTER BUT, YOU SEE, IT'S BECOMING
7 SOMETHING THAT'S HAPPENING MORE OFTEN AND I REALLY DO THINK
8 THAT YOU ARE RESPONSIBLE. WE'VE GOTTEN TROY ANDERSON, WHO'S
9 DOCUMENTED THE ABUSE THAT'S HAPPENS IN FOSTER CARE HOMES
10 THAT'S WORSE THAN THE ABUSE THAT HAPPENS IN BIOLOGICAL
11 FAMILY'S HOMES. SO THAT'S RIDICULOUS. LIKE I SAID, THERE'S
12 SOMETHING WRONG WITH YOUR CRITERIA. THERE'S SOMETHING WRONG
13 WITH THE WAY THAT YOU'RE AUTHORIZING FAMILIES WHERE YOU'RE
14 PLACING OUR CHILDREN WHERE THEY'RE DYING, THEY'RE BEING
15 MOLESTED, THEY'RE BEING BURNED, THEY'RE BEING, THEY'RE BEING
16 STRANGLED OR, YOU KNOW, AND THE CHILDREN THAT SURVIVE, AGAIN,
17 THEY GO RIGHT INTO THE PENAL SYSTEM AND THEY BECOME ABUSERS OF
18 DRUGS, NOT TO MENTION THE OTHER INDUSTRY OF THE PSYCHIATRIC
19 MEDICATION THAT'S PRESCRIBED FOR THESE CHILDREN BECAUSE OF THE
20 WOUNDS THAT THE COUNTY INFLICTED IN THE FIRST PLACE WHEN A LOT
21 OF THEM COULD HAVE BEEN REUNIFIED WITH THEIR PARENTS. AND I
22 WANT TO SPEAK LASTLY ABOUT THE EXPERIMENTATION THAT'S
23 HAPPENING, SOMETHING I DON'T KNOW HOW TO SAY BUT I HAVE TO
24 KNOW. SEE, A LOT OF CHILDREN ARE TAKEN BECAUSE OF THEIR BLOOD,
25 THE BLOOD LINE, OKAY? THEIR BLOOD LINE, THEY'RE BEING



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1 CORRUPTED, THEY'RE BEING POLLUTED WITH ALL OF THE MEDICATIONS,
2 BUT ALSO, THEIR BLOOD IS BEING USED IN EXPERIMENTS. MM HM. A
3 LOT OF PEOPLE OF COLOR, THEIR MELANIN IS BEING TAKEN. A LOT OF
4 THE BLOOD IS BEING USED IN THESE GENETIC EXPERIMENTS AND
5 THAT'S A LOT OF THE REASON THAT THESE CHILDREN ARE MISSING AND
6 UNACCOUNTED FOR BECAUSE THEY'RE BEING USED BY THESE SCIENTISTS
7 AND THESE DOCTORS IN THESE EXPERIMENTS AND THAT NEEDS TO BE
8 SAID. AND I DON'T KNOW IF WE'VE MADE ANY -- ANY TYPE OF -- ANY
9 -- I DON'T KNOW IF YOU CAN HEAR WHAT WE'RE SAYING AS MOTHERS.
10 I'M NOT GOING TO JUMP OFF A BUILDING. OKAY? I WOULD TAKE MY
11 SON FIRST AND SUFFER THE CONSEQUENCE. THANK YOU.

12

13 **SUP. KNABE, CHAIR:** THANK YOU. ALL RIGHT. ITEM 15 IS BEFORE US.
14 MOVED BY SUPERVISOR ANTONOVICH, SECONDED BY SUPERVISOR BURKE.
15 WITHOUT OBJECTION, SO ORDERED. ITEM NUMBER 6 WAS AN ITEM THAT
16 I HELD. C.I.O. PRESENTED SOME ALTERNATIVE RECOMMENDATIONS TO
17 THOSE CONTAINED IN MY MOTION, SO I'M WILLING TO AMEND MY
18 MOTION TO ENCOMPASS THESE RECOMMENDATIONS BUT I DO WANT THE
19 BOARD TO BE GIVEN PROGRESS UPDATES EVERY 60 DAYS. AND,
20 BASICALLY, IF I CAN HAVE MY STAFF HAND OUT THE MOTION,
21 BASICALLY, INSTEAD OF GOING OUTSIDE AS TO WANTING ESTABLISH A
22 COUNTY-WIDE I.T. OPTIMIZATION WORKING GROUP CHAIRED BY THE
23 C.I.O. AND SUPPORTED BY THE DEPARTMENT I.T. AND NON-I.T.
24 MANAGEMENT PERSONNEL AND CREATE AN INDUSTRY PANEL FOR GUIDANCE
25 OF COUNTY I.T. OPTIMIZATION, ONCE THE AREAS OF OPPORTUNITY



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1 HAVE BEEN IDENTIFIED. USE OUR SPECIALISTS FROM OUR OWN
2 INFORMATION SYSTEMS COMMISSION AND QUALITY AND PRODUCTIVITY
3 COMMISSION TO PARTICIPATE IN A PANEL. THIS WILL BE ESTABLISHED
4 ON A VOLUNTEER, NO-COST BASIS. AND THEN FORMALIZE ANY
5 RECOMMENDED I.T. OPTIMIZATION INITIATIVES AND INCORPORATE
6 THESE INTO THE STRATEGIC PLAN AND REPORT BACK THE PROGRESS TO
7 THE BOARD ON A 60-DAY INTERVAL. SO, WITH THAT CHANGE TO THE
8 C.I.O.'S RECOMMENDATION TO MY MOTION, I WOULD MOVE APPROVAL.
9 SECONDED BY SUPERVISOR ANTONOVICH. WITH NO OBJECTION, SO
10 ORDERED. [INDISTINCT VOICES] OH, I THOUGHT YOU SAID THAT
11 WAS... NO? OKAY, WE HAVE ITEM 16 LEFT. PETER BAXTER. THANK YOU
12 FOR YOUR PATIENCE, MR. BAXTER.

13

14 **PETER BAXTER:** THANK YOU FOR YOUR COURTESY, MR. CHAIRMAN. THE
15 PRECEDING TWO OR THREE HOURS WAS CERTAINLY AN EDUCATION. MR.
16 CHAIR, MEMBERS OF YOUR HONORABLE BOARD, MR. JANSSEN, LADIES
17 AND GENTLEMEN, MY NAME IS PETER BAXTER AND I LIVE IN LOS
18 ANGELES. IT IS RESPECTFULLY SUBMITTED THAT THIS AGENDA ITEM
19 ADDRESSES THE PROBLEM OF HAZARDOUS BRUSH FIRES. NOTHING BURNS
20 EXCEPT WHEN OXYGEN COMBINES WITH FUEL IN A PHYSICAL AND
21 CHEMICAL REACTION. TAKE AWAY OXYGEN AND NOTHING BURNS.
22 NOTHING. NO MATTER HOW HOT THE ENVIRONMENT MAY BE, ABSOLUTELY
23 NOTHING BURNS WITHOUT OXYGEN. SINCE NOTHING BURNS WITHOUT
24 OXYGEN, IT IS ONLY RATIONAL TO DEVELOP A MEANS OF DENYING FUEL
25 OXYGEN. THIS MAY BE ACHIEVED BY ENVELOPING FUEL WITH THE



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1 EMISSIONS FROM A TURBO JET ENGINE. A TURBO JET ENGINE MAY BE
2 MANUFACTURED AS SMALL AS THE SIZE OF A POWER LAWN MOWER. SUCH
3 AN ENGINE WOULD BE LIGHT AND PORTABLE. SUCH AN ENGINE COULD
4 READILY BE PRESENTED AT A BRUSH FIRE BETWEEN THE FIRE AND A
5 HOME. NO MATTER HOW HOT THE ENVIRONMENT, RADIATION FROM THE
6 FIRE WOULD BE DISPELLED BY THE EMISSIONS FROM THE TURBO JET
7 ENGINE, THEREBY PREVENTING THE FUEL AND THE HOME BURNING.
8 SIMILARLY, IN A HIGH-RISE, AS IN THE 9-11 TRAGEDY, NO FIRE IN
9 A HIGH-RISE CAN WITHSTAND THE DENIAL OF OXYGEN, ALL OF WHICH
10 IS RESPECTFULLY SUBMITTED. I THANK YOU, MR. CHAIRMAN. AND IF I
11 MAY, SIR, I NOTICED IN THE NEWS OF SOMETHING LIKE THAT, MAYBE
12 TV, THAT MR. LLOYD PELLMAN IS CONSIDERING LEAVING IN MARCH.

13

14 **SUP. KNABE, CHAIR:** HE'S RETIRING.

15

16 **PETER BAXTER:** YES, WELL, I WAS JUST THINKING, IT'S A REAL
17 CRITICAL PERIOD OF TIME. I WAS HOPING HE MIGHT EVEN CONSIDER
18 STAYING UNTIL THE END OF THE PRESIDENTIAL ELECTION. THAT'S ALL
19 I WOULD LIKE TO SAY. AND IF HE IS GOING TO RETIRE ANYWAY, NO
20 MATTER WHAT, THEN I WOULD LIKE TO LET YOU KNOW THAT I HAVE
21 CERTAINLY APPRECIATED, OVER THE MANY YEARS, LISTENING TO MR.
22 PELLMAN'S ARTICULATION OF THE PROBLEMS THAT FACE YOUR BOARD.
23 AND IT'S A TREMENDOUS JOB THAT WHOEVER HOLDS THAT POSITION HAS
24 TO ACCOMPLISH. IT REALLY IS REMARKABLE. AND SO I JUST WANT TO
25 TELL YOU, I APPRECIATE YOUR SERVICES, SIR. THANK YOU KINDLY.



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1

2 **SUP. KNABE, CHAIR:** THANK YOU. THANK YOU, PETER. BILL, WE'LL
3 PLAY THAT TAPE AT YOUR RETIREMENT. [LAUGHTER]

4

5 **COUNSEL PELLMAN:** HOW MANY COPIES MAY I ORDER, MR. CHAIR?

6

7 **SUP. KNABE, CHAIR:** OKAY. WE HAVE ONE PUBLIC COMMENT BEFORE WE
8 GO TO CLOSED SESSION. [INDISTINCT VOICE] OH, ON THAT ONE?
9 WHO MADE THE MOTION? YOU DIDN'T HEAR THAT? OH, SUPERVISOR
10 YAROSLAVSKY AND IT WAS SECONDED BY -- YOU DIDN'T HEAR THAT? MY
11 GOLLY, OVERSIGHT, THEN. [INDISTINCT VOICE] NO, NO. I KNOW,
12 BUT WE -- OKAY, WE'RE GOING TO DO THE MOTION BEFORE WE GO TO -
13 - I HAVE SOME MOTIONS AS WELL. DO YOU HAVE ANY MOTIONS FOR
14 NEXT WEEK, SUPERVISOR BURKE? OKAY. SUPERVISOR YAROSLAVSKY DID
15 HIS ALREADY. OKAY. LET ME -- SUPPOSED TO HAVE SOME HERE. NOW
16 THIS IS FOR NEXT WEEK. THE ABILITY TO COMMUNICATE THE VARIOUS
17 THREATS THAT ARE IMPACTING EVENTS FROM MULTIPLE SOURCES,
18 CITIES, LAW ENFORCEMENT AGENCIES, FIRE AGENCIES, FEDERAL
19 AGENCIES, STATE AGENCIES, INFECTING AND IMPACTING BUSINESSES
20 AS WELL AS THE PUBLIC SECTOR AND GENERAL POPULATION OF LOS
21 ANGELES REGION REALLY NECESSITATES HOW WE REEVALUATE, HOW WE
22 GATHER AND MAKE INFORMATION AVAILABLE. I WON'T READ THE WHOLE
23 THING BUT, TO GO INTO THE -- I THEREFORE MOVE THAT THE C.I.O.
24 COORDINATE WITH THE C.A.O., OFFICE OF EMERGENCY MANAGEMENT,
25 SHERIFF, FIRE, INTERNAL SERVICES, DEPARTMENT OF PUBLIC WORKS



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1 AND OTHER DEPARTMENTS AS REQUIRED TO ASSESS THE POTENTIAL
2 SOLUTIONS FOR IMPROVING REGIONAL COMMUNICATIONS, THE STATUS OF
3 ADVISABILITY INTO THE NUMEROUS NATIONAL AND LOCAL EVENTS
4 AFFECTING THE GENERAL POPULATION AND BUSINESSES LOCATED WITHIN
5 THE LOS ANGELES REGION. I FURTHER MOVE THAT THE C.I.O. WILL
6 RETURN IN 90 DAYS WITH A REPORT DELINEATING THE BENEFITS,
7 COMMUNITY VALUE AND IMPLEMENTATION REQUIREMENTS FOR NON-COUNTY
8 DEPARTMENT PARTICIPATION, PROJECTED TIMEFRAME AND SO ON, AND
9 DEVELOP A NECESSARY CONTRACT AND ENTER INTO A PUBLIC/PRIVATE
10 PARTNERSHIP. AND THAT'LL BE FOR NEXT WEEK. ALSO, I HAVE TWO
11 MOTIONS AND I'LL PUT THEM ON FOR NEXT WEEK, I'M NOT GOING TO
12 READ THEM ALL. IT'S A LONG DAY. BASICALLY INSTRUCTING THE
13 C.A.O. TO REVIEW AND REPORT BACK IN SEVEN DAYS WITH AN
14 ANALYSIS OF BOTH PROP 58 AND 57. AND THEN ALSO, AS IT RELATES
15 TO THE BUDGET, TO INSTRUCT THE C.A.O. TO REPORT BACK IN TWO
16 WEEKS WITH PROGRAM IMPACTS PERTAINING TO THE POTENTIAL LOSS OF
17 289 MILLION IN PROPERTY TAX REVENUES, AND FURTHER MOVE THAT
18 THE BOARD INSTRUCT THE C.A.O. TO REPORT BACK IN 14 DAYS WITH
19 PROGRAMMATIC IMPACTS AS WELL AS A DOLLAR AMOUNT OF CUTS
20 PERTAINING TO THE 4.6 BILLION DOLLARS NOTED IN THE GOVERNOR'S
21 PROPOSAL, AND FURTHER MOVE THAT THE BOARD INSTRUCT THE COUNTY
22 LIBRARIAN TO REPORT BACK IN 30 DAYS WITH PROGRAMMATIC IMPACTS
23 PERTAINING TO THE LOSS OF FUNDING FROM THE PROPOSED INCREASE
24 TO THE E-RAFT SHIFT. THAT'S FOR NEXT WEEK. MR. ANTONOVICH?

25



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1 **C.A.O. JANSSEN:** WE CAN TAKE THAT AS A REPORT, I THINK, MR.
2 CHAIR.

3

4 **SUP. KNABE, CHAIR:** CAN WE ACT ON THAT TODAY, THEN? ON THE
5 REPORTS?

6

7 **C.A.O. JANSSEN:** JUST PLAN TO COME BACK IN TWO WEEKS WITH A
8 REPORT.

9

10 **SUP. KNABE, CHAIR:** OKAY. ON BOTH, OKAY.

11

12 **SUP. ANTONOVICH:** ONE MOTION I WOULD LIKE TO MOVE IS...

13

14 **SUP. KNABE, CHAIR:** SO ORDERED.

15

16 **SUP. ANTONOVICH:** MR. PELLMAN, IT'S BECAUSE WE RECEIVED THIS
17 INFORMATION PRIOR TO THE 72-HOUR REQUIRED AND THAT WOULD BE TO
18 DIRECT THE DIRECTOR OF HEALTH SERVICES AND STATE LICENSING TO
19 CONDUCT A REVIEW OF THE CLOSURE OF SANTA TRIESTA HOSPITAL'S
20 ACUTE BEDS AND THE EMERGENCY DEPARTMENT, INVESTIGATE THE
21 ALLEGATIONS OF LACK OF PHYSICIANS AND REPORT THEIR FINDINGS TO
22 THE BOARD. THIS IS A HOSPITAL IN DUARTE THAT'S BEING CLOSED.
23 IT'S BEEN IN OPERATION SINCE 1956.

24



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1 **COUNSEL PELLMAN:** DID I UNDERSTAND, SUPERVISOR ANTONOVICH, YOU
2 BECAME AWARE OF THIS SUBSEQUENT TO THE POSTING OF THE AGENDA?

3

4 **SUP. ANTONOVICH:** YES.

5

6 **COUNSEL PELLMAN:** THEN YES, YOU MAY PROCEED.

7

8 **SUP. KNABE, CHAIR:** SO WE HAVE TO FIND A SENSE OF URGENCY,
9 THEN, TO...

10

11 **COUNSEL PELLMAN:** YOU MAY, IN ADDITION. IT JUST CALLS FOR A
12 REPORT BACK, SO...

13

14 **SUP. KNABE, CHAIR:** OKAY. MOVED BY SUPERVISOR ANTONOVICH, THE
15 CHAIR WILL SECOND. WITHOUT OBJECTION, SO ORDERED.

16

17 **SUP. ANTONOVICH:** AND THEN ALSO IN THAT REPORT, I WOULD LIKE TO
18 MOVE THAT THE C.A.O. PROVIDE RECOMMENDATIONS AND SUGGESTIONS
19 ON WAYS OF MITIGATING REDUCTIONS IN PROPOSED APPROPRIATIONS
20 FROM THE STATE, REVIEWING PAST ACTIONS OF THE SUPERIOR COURT,
21 THE CITY OF [INAUDIBLE] OTHER AGENCIES ON WAYS OF REDUCING
22 COSTS TO MEET ANY REDUCTION IN STATE FUNDING.

23

24 **SUP. KNABE, CHAIR:** OKAY UP MY MY MOTIONS, I MOVED THEM, I
25 DON'T THINK WE HAD A MOTION TO SECOND THEM. I MOVED THEM.



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1 SUPERVISOR ANTONOVICH SECONDED. WITHOUT OBJECTION, SO ORDERED.
2 ON MY MOTIONS FOR, YOU KNOW, THAT WERE THE REPORTS BACK, I
3 THINK ALL THREE WERE. OKAY. ANY OTHER MOTIONS? SUPERVISOR
4 MOLINA, DID YOU HAVE ANYTHING FOR NEXT WEEK?

5

6 **SUP. MOLINA:** NO.

7

8 **SUP. KNABE, CHAIR:** OKAY. WE HAVE ONE PUBLIC COMMENT. YVONNE
9 AUTRY. IS YVONNE STILL HERE?

10

11 **SPEAKER:** SHE LEFT.

12

13 **SUP. KNABE, CHAIR:** OKAY. IF NOT, IF YOU'LL READ US INTO CLOSED
14 SESSION, PLEASE.

15

16 **CLERK VARONA-LUKENS:** IN ACCORDANCE WITH BROWN ACT
17 REQUIREMENTS, NOTICE IS HEREBY GIVEN THAT THE BOARD OF
18 SUPERVISORS WILL CONVENE IN CLOSED SESSION TO DISCUSS ITEM CS-
19 1, CONFERENCE WITH LEGAL COUNSEL REGARDING EXISTING
20 LITIGATION; ITEM CS-2, CONFERENCE WITH LEGAL COUNSEL REGARDING
21 INITIATION OF LITIGATION, ONE CASE; ITEM CS-3, CONFERENCE WITH
22 LEGAL COUNSEL REGARDING SIGNIFICANT EXPOSURE TO LITIGATION,
23 THREE CASES, AND CONFERENCE WITH LEGAL COUNSEL REGARDING
24 SIGNIFICANT EXPOSURE TO LITIGATION, 12 CASES, AS INDICATED ON
25 THE POSTED AGENDA. THANK YOU.



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1 REPORT OF ACTION TAKEN IN CLOSED SESSION,

2 TUESDAY, JANUARY 13, 2004.

3

4 There is no reportable action as a result of today's closed
5 session.

6